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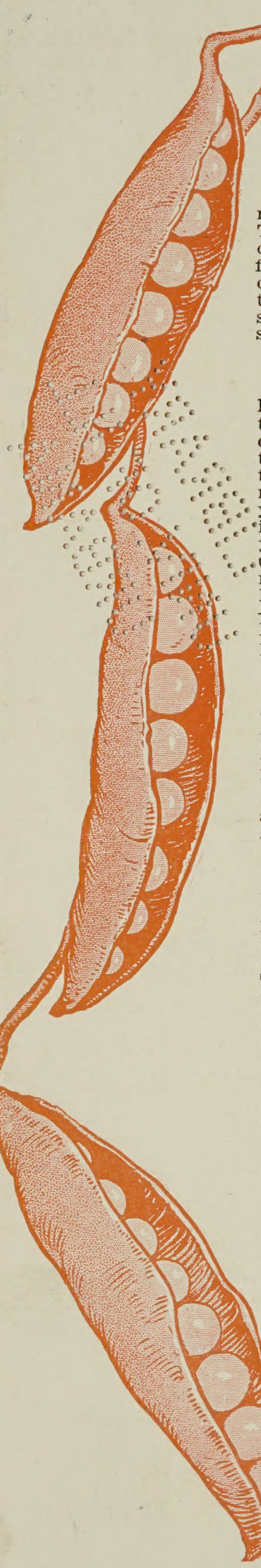
ULY 1906 PRICE 10 CENT

The BUSINESS MAN'S MAGAZINE

AND THE BOOK-KEEPER
E.H.BEACH, EDITOR



THE BOOK-KEEPER PUBLISHING CO. LTD.
NEW YORK BOSTON DETROIT, MICH. CHICAGO LONDON



Like Peas in a Pod



¶ The main criticism of the modern business letter is that it lacks color, individuality. The phraseology, the form, the make-up of one letter scarcely differs in any particular from the next, regardless of the different lines of business and the different classes of letters—such as mere routine correspondence, sales correspondence and complaint correspondence.

200 Pages of Business Bringers

¶ Inject into your business letters all the live personality you can. Learn how to feel the pulse of your daily mail and diagnose the dispositions that you must handle correctly to get business and to hold it. Throw aside the old fogy ideas of stilted dignity and put magnetism—human interest, into every line you write. Study to create desire where only idle curiosity exists. Fire up the boilers of your enthusiasm and turn the throttle wide open. Do not make a business letter a mere message. Make it a visit—a paper visit—and let it retain the convincing tone of your voice—the glint of earnest conviction in your eye. Learn to kick straight between the goal posts.

Results Count

¶ Are you getting results from your everyday correspondence? Is any money getting away? Is it worth the price of a theater ticket to learn how to get the maximum results? Is it worth anything to you to learn how to write form letters that pull the top notch percentage of returns? Don't you want to be able to make every dictated letter as strong as the most polished form?

Commercial Correspondence

is a dividend paying book. **We do not claim anything more for it than we are willing to prove.** We want **you** to prove every statement we make, and all that it's going to cost you is a two-penny stamp. A mere casual examination of **COMMERCIAL CORRESPONDENCE** is bound to pay big interest on the time invested, and under our plan it doesn't cost you a single penny if you decide not to keep the book. If you find that you can do without it send it back at our expense, and we will refund your money.

¶ Fill out the coupon at the bottom of this page, send it in with a two-dollar bill—merely as an evidence of good faith on your part—and get the book immediately. Remember if you need it at all you need it now, because every letter that goes out of your office that does not represent the strongest possible combination of "salesmanship-on-paper" is losing money for you through its very failure to bring the best results.

The Book-Keeper Publishing Co., Ltd.
62 W. Fort St., Detroit, Mich.

Gentlemen: Enclosed please find $2.00 for which send me, in accordance with your offer above, one copy of **Commercial Correspondence.** It is understood that this book is sent me subject to examination and approval. If I am not entirely satisfied with it I will return it. You agree to refund full purchase price.

NAME.....

ADDRESS..... STATE.....

EAGLE LOOSE LEAF LEDGER

NATIONAL LINE OF BLANK BOOKS

THE EAGLE LOOSE LEAF LEDGER is designed to meet the wide demand for a moderate priced book of tasteful appearance and strong, simple construction.

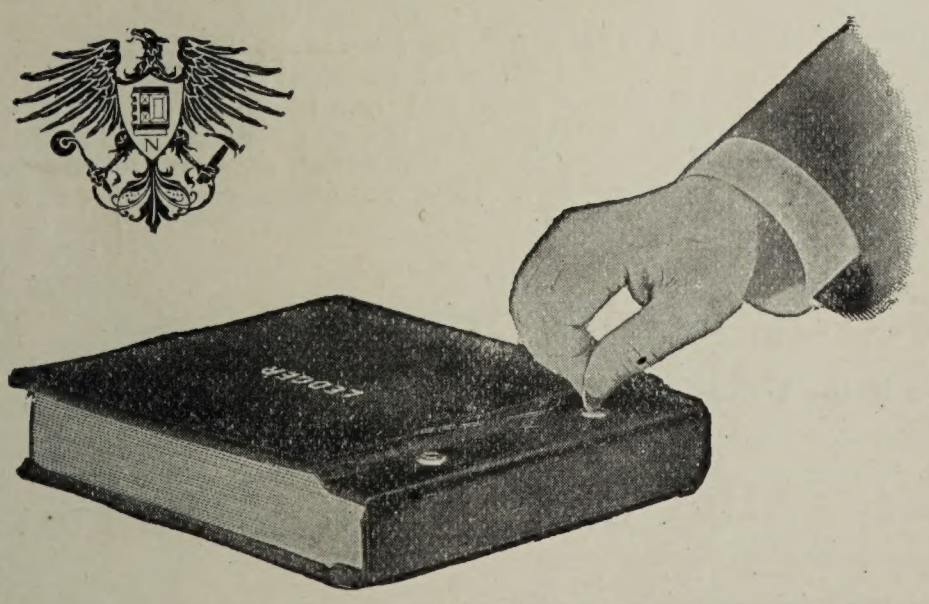
To remove a leaf it is only necessary to give the binding posts a short turn to the left, using a coin for a key. The book may then be pressed apart at any point and a leaf removed or inserted.

The popular price and the absence of all complicated mechanism make this book especially suitable for individual use.

Like the entire NATIONAL LINE OF BLANK BOOKS, it contains the best paper made for the purpose.

Ask your stationer for the NATIONAL EAGLE LOOSE LEAF LEDGER. If he hasn't it, write to us for a full description and price list.

Let us mail you several issues of our bright little publication, "The National."



NATIONAL BLANK BOOK COMPANY

HOLYOKE MASS.

A PERFECT HOME GYMNASIUM

The Finney Striking Bag

CAN BE SET UP IN ANY ROOM IN THE HOUSE

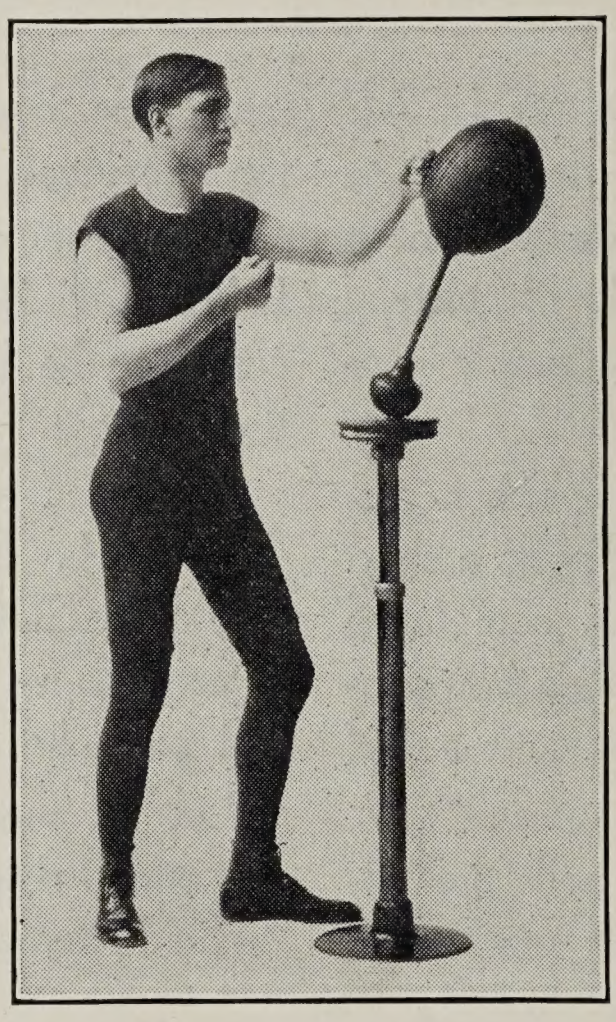
This is a very great improvement upon all forms of striking (or punching) bags heretofore in use. It is adapted to athlete or novice, in gymnasium or home. It stands erect, as it should, and being readily adjustable is always at just the right height for the person using it. You can knock it as hard and as fast as you like and it returns promptly to position, without noise or commotion. You always know where to find it. It don't hit you on the nose while you are looking for it. It offers a pleasing degree of resistance and incidentally avoids the straining of muscles from striking against air as so often results in the use of the bag suspended from a cord.

This unique device has been evolved through long experiment and rigid tests and in its present perfection combines great strength and durability with compactness and beauty. It is an ornament to the home. It occupies little space and may be set up anywhere in a few minutes.

A wire cable connected with an adjustable spring within a sliding tube is attached by a strong metal link to the rounded base of the standard supporting the bag. Simplicity itself—yet it was a long time coming. The athletic world has struggled along for years with clumsy contrivances until this idea crystallized in the brain of a modest genius.

The striking bag is indispensable to every trainer and to every gymnasium. It affords a fascinating, exhilarating exercise. It expands the lungs, makes muscle and promotes agility, brain, precision and grace of movement. Every physician and every physical culturist knows its value.

Every home ought to be provided with something in the line of gymnastic exercise. It is not only a pleasure to have such things in the home, but often of great profit. Let the girls use it. Use it yourself—you and your wife. It will fix up your appetite and your digestion. Medicine and stimulants will be unnecessary. You will not forget to use it. You will not tire of it. Exercise with pleasure—that's the thing. All hands will vote it the best investment you ever made.



IN USE AT COLLEGES

Gymnasium at Cornell University, Ithaca, N. Y. Summer School of Yale University, New Haven, Conn. Young Men's Christian Association, Wilkes Barre, Pa. State Normal School at Fredonia, N. Y. Young Men's Christian Association, Detroit, Mich., and Detroit Athletic Club, Detroit, Mich.

EXPERT TESTIMONY

Prof. F. H. Baker, Boxing Teacher, Cornell University: "It is an antagonist and almost human—indispensable to boxers. No teacher can afford to be without it."

Dr. W. G. Anderson, Yale University Summer School, New Haven, Conn.: "I have seen enough of the Striking Bag to say a good word for it."

Prof. Wm. H. Ball, Physical Director Y. M. C. A., Detroit, Mich.: "It overcomes the objectionable features of other striking bags. It will prove a very popular means of physical exercise and I am sure will be a great success."

John M. Tyson, Physical Director, Y. M. C. A., Wilkes Barre, Pa.: "I consider the Finney Striking Bag as one of unusual merit and bound to be a great success. It is not only strong but lively and should be in every home. I can conscientiously recommend it to both home and gymnasium, as an ideal piece of apparatus."

It has been on the market only a few months. We are, however, prepared to fill orders.

We solicit correspondence from directors of gymnasiums and every person interested in higher and more advanced ideas of physical training in educational institutions and the home. We are desirous of establishing State agencies and also will entertain propositions for sale of territory direct or with a view of manufacturing on a royalty.

Price $15.00, Delivered

Anywhere in the United States

C. D. BURTON, **Box 816, Detroit, Michigan**

Loose Leaf Systems

¶

FOR COMMERCIAL PURPOSES:

Perpetual Trial Balance
Perpetual Stock Record
Combined Cash, Journal and Daily Financial Statements
Manifold Orders, Order Books and Blanks
Shipping and Delivery Receipts
Purchase Order System
Order Blank System
Bill and Charge System
Monthly Statement System
Requisition System
Estimate System
Invoice Filing System

¶

FOR BANKS or TRUST COMPANIES:

Depositor's Monthly Statement
Depositor's Ledger
Savings Ledger
General Ledger
Liability Ledger
Share-Holder's Ledger
Real Estate Loan Register
Check and Deposit Journal
Note Register
Collection Register
Certificate Ledger
Register of Loans and Discounts



It will pay you

to write us for quotations on any forms mentioned above.

¶

Examine our quality of paper and compare it with others — *it will stand the test.*

¶

We are prepared to furnish you the very best crimped or flexible leaf on the market.

THE TENGWALL COMPANY

Ravenswood, Chicago **20 Thames St., New York**

A Good Workman

is entitled to

Good Tools

We supply up-to-the-minute devices that gladden the hearts and double the efficiency of your employes.

The courage to "scrap" out-of-date tools and appliances, though still usable, in favor of more efficient devices, is the true mark of business greatness, and the secret of America's commercial and industrial success.

Have you that courage?

Are your tight-bound books collecting dust?

Are they over-working both your book-keepers and your gas meter?

Can you get a statement in an hour's notice, or does some clerk have to stay up all night to dig it out of antiquated records?

Baker-Vawter Company

Chicago **New York**

THE BUSINESS MAN'S MAGAZINE
AND
THE BOOK-KEEPER

Official Organ International Association of Office Men

Edited by E. H. BEACH

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"Entered as Second-Class Matter January 9, 1905, at the Postoffice at Detroit, Michigan, under the Act of Congress of March 3, 1879."

PUBLISHED MONTHLY BY

The Book-Keeper Publishing Co., Ltd., The Book-Keeper Building Detroit, Mich.

12131

Engraved

CALLING CARDS
WEDDING ANNOUNCEMENTS
STEEL DIE EMBOSSING
BOOKPLATES
HALFTONES
ZINC ETCHING
COLOR WORK
ELECTROTYPING
PRINTING

We are a Mail Order House selling to satisfied customers in every State in the Union. Best quality of work guaranteed. Send for samples and . .estimates. .

CLARK ENGRAVING AND PRINTING COMPANY

MILWAUKEE WISCONSIN

To Readers Here's the kind of Story Writing that makes Story Reading a blissful pastime. The story that has lifted writers from Obscurity to Fame. The unusual story so cleverly told that to skip a little means to lose a lot. The story that interests at the start, fascinates as it proceeds, and doesn't peter out. The story that captivatingly pictures Life's irregu ar as well as regular features, its Amazing Mysteries, its Unique Possibilities, its Startling Uncommonness. The story that makes you glad yo.. are living and wish you could write one like it.



A Twenty-Thousand Dollar

To any address in the United States, Canada, Mexico, Hawaii, Cuba, Porto Rico, or The Philippines, we will, upon receipt of one dollar, deliver, carriage paid, the following Delightful Remedy for converting Despondency and Despair into Sunshine and Happiness. It consists of two hundred unusual stories of Adventure, Mystery, Love, and Humor, so fascinatingly told as to render the Winter of our Discontent a Blissful Midsummer Night Dream. They appear in forty issues of The Black Cat, cost

I hereby certify that more than Twenty Thousand Dollars Cash was paid by The Shortstory Publishing Company for the stories comprised in the offer here printed. T. E. DYER, President.
BOSTON, MASS., May 24, 1906. SWORN TO BEFORE ME,
[Seal] LEONARD G. ROBERTS, Notary Public.

over $20,000 and include sixty prize stories, among which are A Few Bars in the Key of G, $2,100; The Farm that Forgot, $300; A Tale Never Told, $1,000; Flagstaff of Ecstasy, $400; How the Bigelow House Got Painted, $500; — in all nearly 2,000 pages. Just the thing for your outing. A Tonic in Type for you and your friends. In book form the 200 Tales would fill six volumes. The Shortstory Publishing Company, 244 High St., Boston, Mass.

Insurance Against the Blues

To Writers You have here the sort of Story Reading that shows the sort of Story Writing that brings the Highest Price in the world. Jack London says he'd be shoveling coal to-day if it were not for The Black Cat. On all sides he was declined with thanks until he reached this magazine. Then the literary world crowned him king. Scores of others had similar experiences. After failing everywhere to gain admission they found in The Black Cat their key to success. Nothing on earth can better reveal to you the Way to Win than the stories here offered.



A TALK ON ADVERTISING SERVICE

THE article reproduced on this and the opposite page is from Printers' Ink, the most prominent and independent advertising journal in America.

The editors of Printers' Ink wrote and published this article on their own initiative after making the most complete and comprehensive investigation of advertising agency methods for the benefit of their readers.

Lord & Thomas are reproducing the article this month in thirty-five leading magazines at an expense of over $20,000.00.

Because they believe this report by so great and independent an authority as Printers' Ink constitutes a matter of concern to all who are interested in that most interesting part of modern commerce—modern advertising.

PRINTERS' INK.

A JOURNAL FOR ADVERTISERS.

ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N. Y., POST OFFICE, JUNE 29, 1893.

VOL. LV. NEW YORK, APRIL 18, 1906. No. 3.

MODERN ADVERTISING SERVICE.

ORGANIZATION OF THE LORD & THOMAS ADVERTISING AGENCY—NOW SAID TO BE THE LARGEST AGENCY IN THIS COUNTRY—HOW MAIL ORDER AND GENERAL ADVERTISING ACCOUNTS ARE OPERATED SIDE BY SIDE, EACH HELPING THE OTHER—WRITING GOOD COPY AND WATCHING AND RECORDING RETURNS EQUALLY IMPORTANT.

Lord & Thomas now claims the distinction of being the largest general advertising agency in the United States.

No American Advertising Agency has ever made a statement showing as much business as they show.

They claim leadership not only in the gross amount of advertising cleared through their organization, but also in the number of individual accounts on their books.

These numbered 685 in February.

It is said that no other agency has ever shown more than 200.

Lord & Thomas gave the following extensive insight into their methods the other day for Printers' Ink. They said:

"While ours is the largest agency in the country, we do not seek to handle large accounts to the exclusion of small ones.

In fact, we would hesitate to confine operations to a half-dozen very large accounts.

We seek particularly accounts ranging from $1,000 to $3,000 a year, and to scatter a large number of them over a wide range of commodities.

So we are placing advertising today for a wider range of commodities and articles, perhaps, than any other agency.

We are the largest agency because we have built up hundreds of small accounts.

For this reason our whole organization is designed to give the smallest, as well as the largest, advertisers individual attention.

Our growth depends on it.

And we have data about results from so many advertisers that our service could not possibly be obtained from any agency with fewer accounts and a narrower range of commodities to push.

The very fact that we market so many different articles through advertising gives us experience and judgment invaluable to any advertiser.

Our accounts are divided into two great branches—General Advertising and Mail Order Advertising.

This year we will place approximately $2,500,000 in general business and $1,500,000 in mail order lines, a total of $4,000,000.00.

Our mail order accounts bring us absolute data upon the pulling power of different forms of copy and also show the pulling power of each individual newspaper, magazine, mail order, farm, religious and trade journal.

On this data we depend for knowledge that enables us to start a general advertiser with the right copy, in the right mediums from the very beginning, and give him returns that mean growth, without the waste of money that would come from experimental work.

Our contract names twelve duties which we agree to perform for the advertiser, constituting what we understand by the word service.

It also binds the advertiser to certain duties which he must faithfully carry out for our guidance.

He must, when and where it is practicable, make a weekly report on returns from his advertising, specifying the number of replies and orders received from each separate piece of copy and each separate medium in mail order campaigns, and the amount of traceable increase in sales due to his advertising when goods are sold through retailers.

On our part, we bind ourselves to compare the returns and sales shown in each advertiser's report with reports and statistics of other clients, ascertaining each week whether his advertising is paying as well as it ought to and discovering defects when it is not. Of course, we treat all these reports in strict confidence. This information is tabulated in what we call our "Record of Results."

The latter is the guiding spirit of our business.

It gives us positive knowledge about copy and mediums in widely varied lines of publicity, minimizes experimental work, eliminates the element of chance.

By making more certain the returns for our clients it means our growth, and we have developed this Record of Results for six years.

No other agency in the world has anything like it.

With this body of information, pouring in weekly from scores of advertisers in all lines, embracing returns from every good publication in the country on clothing, foods, stoves, medicines, mail merchandise and every form of commodity, we quickly discover obscure publications that are strong, prominent ones that are weak.

Sixty-six per cent of general advertising checked by thirty-four per cent of mail order publicity is a ratio we carefully maintain, because we believe that mail order advertising is an invaluable guide to safe procedure in general advertising when properly interpreted.

The same kind of copy that pulls best for a mail order commodity will, when rightly adapted, also get money out of people's pockets in the stores.

Our Record of Results shows many surprising cases where small publications pull better than big ones.

When a publication begins to pay it can't remain hidden long from us because of our Records.

Many old publications of immense prestige have circulations that have been worked over and over again, so that their general

reputations among advertisers is often out of all proportion to the actual returns they bring from keyed advertisements.

Other mediums, comparatively new or just being built up, without much prestige, may have a new, live, growing circulation that makes them highly profitable.

For example, in a certain Southern city there is a certain daily newspaper of wide reputation, old and great in circulation.

It has a competitor in the same town, new and with smaller circulation.

We tried out both papers on mail propositions with astonishing results in favor of the smaller paper.

Then a general commodity, selling in stores was tried in both with the same result.

Many of our clients were then put into this new medium, and nearly all got sales and inquiries at one-third the cost in the older paper. Our clients get into such a medium long before its reputation is established generally.

Our system of centralized records based on reports from advertisers, not only indicates the line of least resistance quickly and infallibly, but the expenditure of our largest client serves as a guide in the development of our smallest, and vice versa.

Advertisers seldom realize how quickly the character of a circulation may change.

A mail order advertiser, for instance, may find a certain publication one of his most profitable mediums for several seasons.

He drops out some summer.

When he begins in the fall that paper does not pay, for some reason.

The publication has always paid, and it is the last thing he blames.

Five or six failures may be necessary before he is willing to distrust the paper.

But we have received a report of failures from a dozen advertisers on that paper.

So the paper comes under suspicion.

If it is really weak, all our advertisers are out within a month, and there is a big aggregate saving.

Think what this means in dollars to the small advertiser.

How does this work out for a general advertiser?

Well, take the case mentioned of the two dailies in the Southern city.

The returns for mail advertising in the smaller paper woke us up.

We investigated at close range and found that all the retail advertisers in that city were using the smaller paper, too.

They were alive to conditions.

So we put our general advertisers into it.

One of them sent us $2000 for the older paper while this investigation was going on.

We explained the situation.

He sent a representative to that town and found that his advertising would probably bring three times as much results in the smaller paper, or 300 per cent more returns for his money.

He changed his order, and got the increase expected.

Other advertisers and agencies are still going into the wrong medium on its general reputation.

Our centralized records also indicate the most effective kinds of copy.

A page in Munsey's costs $500.

It may bring $5000 to an advertiser in returns, or only $2.

The difference in results from so good a medium will be due to copy—nothing else whatever.

What goes into the space—that makes the difference.

Our Copy Department is so organized that no writer handles more than twelve accounts a year—or fewer, probably, than with any other agency in the country.

While our knowledge of mediums is vital, our Record of Results brings it, you might say, almost automatically.

Therefore, ninety per cent of the thought, energy and cost of running our agency goes into copy.

The line between successful and unsuccessful copy is not broad.

But it is definite.

General advertising copy has always been allowed a wide margin for errors because results could not be traced under old conditions.

Mail order advertisers have allowed NO margin for errors, but demanded exactitude and keyed replies.

With our records from mail order advertising we know to a certainty the copy that brings the greatest returns in actual sales and this definite knowledge we apply to general advertising so far as practical.

And our copy department is so organized that though a writer were the best copy-man in the country the element of personality in his work for any of our clients would have less to do with the pulling power of the copy than the selling reasons it embodies, based on our Record of Results.

The lesson constantly taught by these records to our staff makes each writer stronger because he is guided by positive knowledge, and his work is more certain than it possibly could be without our organization, because he is working on definite data, along definite lines, for definite ends."

* * *

Lord & Thomas took a great deal of pains to show Printers' Ink the inner workings of the Record of Results department.

Eight people do nothing else but tabulate and file information from scores of advertisers' reports.

The cold, hard figures, in dollars and cents, go down on cards that are classified according to copy and publications.

Probably the pulling power of copy and media is nowhere shown up so completely—at least this side of Judgment Day.

Pull out a card and there will be found on it the record of returns for the last week on from three to three dozen different commodities.

Each piece of copy and each medium brought so many replies and sales for each advertiser at such and such cost—and there is no way of getting behind the returns.

In the past six years it has cost $100,000 to maintain this record cabinet.

IF YOU are seriously interested in advertising — if you contemplate advertising—if you care to investigate the possibility of increasing the results from your present advertising — Lord & Thomas will be pleased to explain to you in person the details of their service.

Lord & Thomas are about to issue a series of small books (cloth bound) covering advertising — newspaper, magazine and outdoor — in all its phases.

The value of the information and data these books contain cannot be measured by the price they were intended to sell at — $4.00 — but Lord & Thomas will gladly send them free to any interested advertiser or anyone contemplating advertising.

LORD & THOMAS

ESTABLISHED 1873

Largest Advertising Agency in America

Annual Volume Placed for Clients
Approaching $4,000,000.00

CHICAGO NEW YORK

A WHOLE LIBRARY

FOR A DOLLAR

Thirteen 200-page Business Books for just a One Dollar Bill—Nothing more to pay

A YEAR'S SUBSCRIPTION TO

The
BUSINESS MAN'S MAGAZINE

AND

A COPY OF "TABLOID SYSTEMS"

¶ The former you know—the latter is a 208-page book of business systems written by practical men. Each man an expert in his own line and each one the best in his line.

READ CAREFULLY

¶ Send one dollar NOW for these 13 Books, and if you are not satisfied with your bargain you can have your money back

AND NO QUESTIONS ASKED

THE BUSINESS MAN'S MAGAZINE
DETROIT MICHIGAN

ABSOLUTE LIFE PROTECTION FROM THE FORGER

Do you realize how easy it is for even an novice to raise your checks? Did you ever stop to think of the risk you are running when giving out a large number of small pay-roll or other checks?

Are you able to keep your checks from falling into the hands of unscrupulous people?

It is not the bank, but YOU who has to pay for a raised check when it is not noticeable to the naked eye. This is the rule now laid down by the Courts.

You can insure yourself indefinitely against this risk for the small sum of $15.00, by using

$15.00
DELIVERED

THE IMPROVED DEFIANCE DRAFT AND CHECK PROTECTOR

which not only prints the proper amount across the face of the check with **indelible ink,** but cuts the fiber of the paper in such a way as to defy the use of chemicals.

The **Defiance** system has been adopted by the United States Government, the Bank of Montreal and Banks and business houses everywhere.



EVERY MACHINE IS WARRANTED

Beware of infringements. Order TO-DAY or write for particulars and illustrated circular.

AGENTS WANTED

Defiance Machine Company

81 East Main Street

ROCHESTER, NEW YORK



O'LEARY-PADBERG LITHOGRAPHING CO.

MODERN IN EVERY DETAIL

DETROIT, MICHIGAN

BONDS, STOCK CERTIFICATES, DIPLOMAS, LETTER-HEADS, CHECKS, DRAFTS, CERTIFICATES OF DEPOSIT, CALENDARS, SHOW CARDS, POSTERS, LABELS, ETC., ETC.

AN UNUSUAL OPPORTUNITY
TO MAKE MONEY

60% IN DIVIDENDS TO OUR STOCKHOLDERS HAS BEEN PAID ANNUALLY

WE DON'T ASK YOU TO SEND ANY MONEY but we want you to send for our Book **"Opportunity."** It tells you the whole story—how our company was organized in 1902 and was a success from the start.

IT TELLS WHY WE OWN A MONOPOLY and why our patents on a **Lace Loom** are so valuable. It tells you why our profits were great enough the last two years to pay to each stockholder 60% annually, or 120% in two years. In other words, to pay back to each stockholder all the money he had invested and 20% more besides, in addition to carrying over to surplus account a greater amount of money than our capital stock in these two years, making each stockholder's investment on a conservative estimate of ten times greater value than when he purchased it.

IT GIVES YOU POSITIVE EVIDENCE not opinions—facts, not theories. It gives you candid, logical statements of the business as it is in reality, addressed to your common sense and good business judgment by men at the head of well-known and successful businesses.

IT TELLS YOU WHY we want your co-operation in making it a still larger business, and greater dividend payer in the future than even its wonderful showing in the past.

Send For Our Book To-day

and if you are not convinced after making a most thorough and rigid investigation that we are offering you an opportunity of a life-time, you are out nothing. All we want is for you to **investigate our proposition,** for we know you will be convinced that we are offering you one of the **safest** and **best** investments you have ever had the opportunity to put your money in, be it little or great, and one that not only has paid tremendous dividends, but will continue to do so in the future, not only this year, but next year and the years to follow. Again we say send for **"Opportunity"** TO-DAY and you will thank us for urging you to do so.

TORCHON LACE & MERCANTILE CO., 8th and Chestnut Sts., ST. LOUIS, MO.

If You Manufacture Corsets

You can't sell them to manufacturers and we don't ask you and wouldn't let you advertise them in

American Industries

(OFFICIAL ORGAN NATIONAL ASSOCIATION OF MANUFACTURERS)

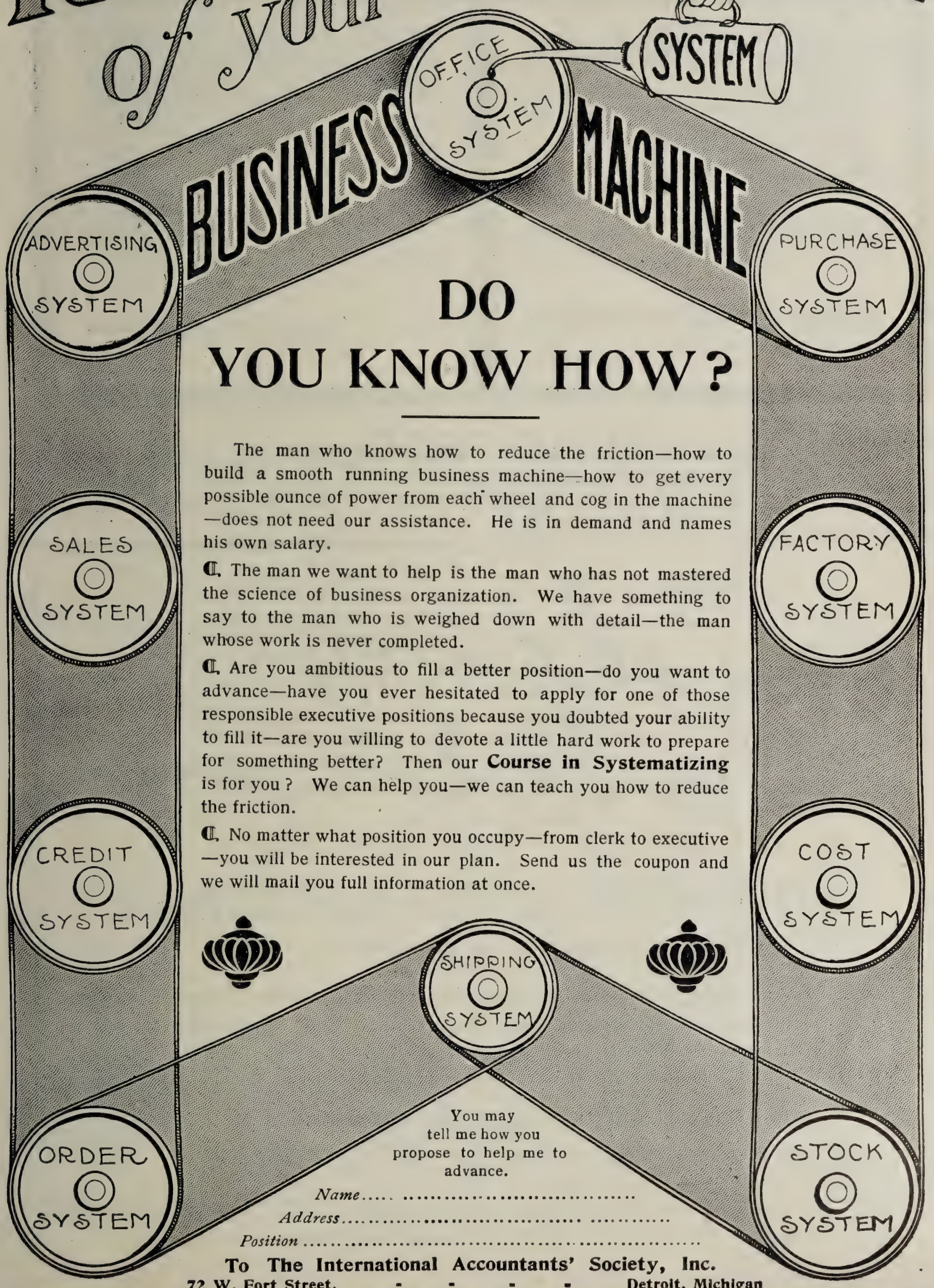
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¶ No matter what position you occupy—from clerk to executive—you will be interested in our plan. Send us the coupon and we will mail you full information at once.

You may tell me how you propose to help me to advance.

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Address..... .....

Position .....

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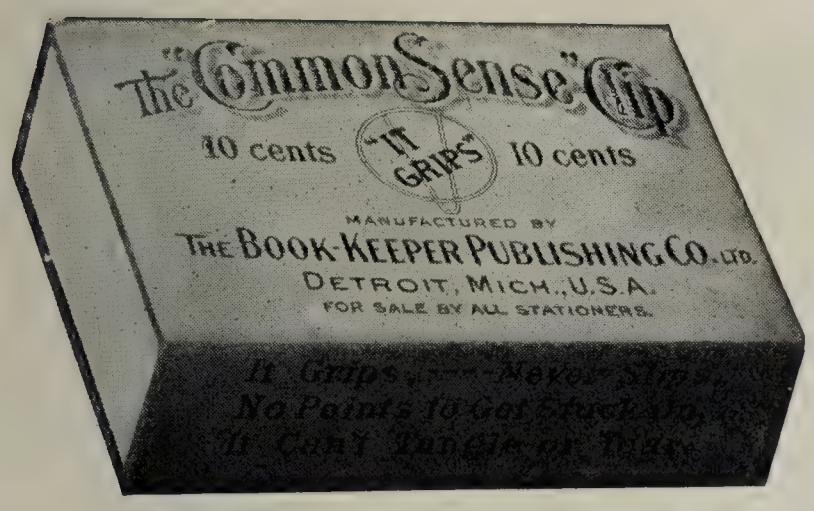
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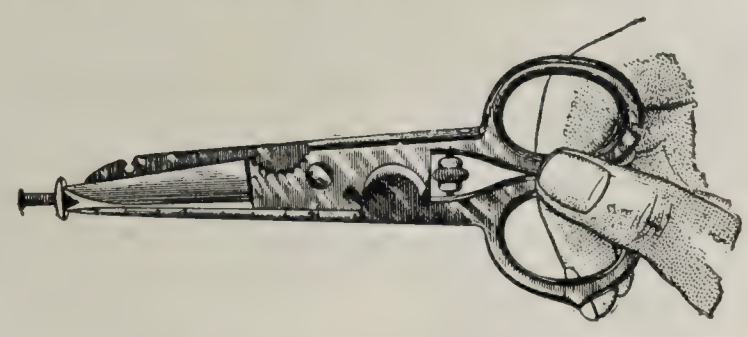
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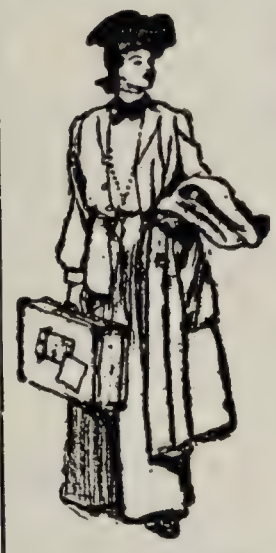
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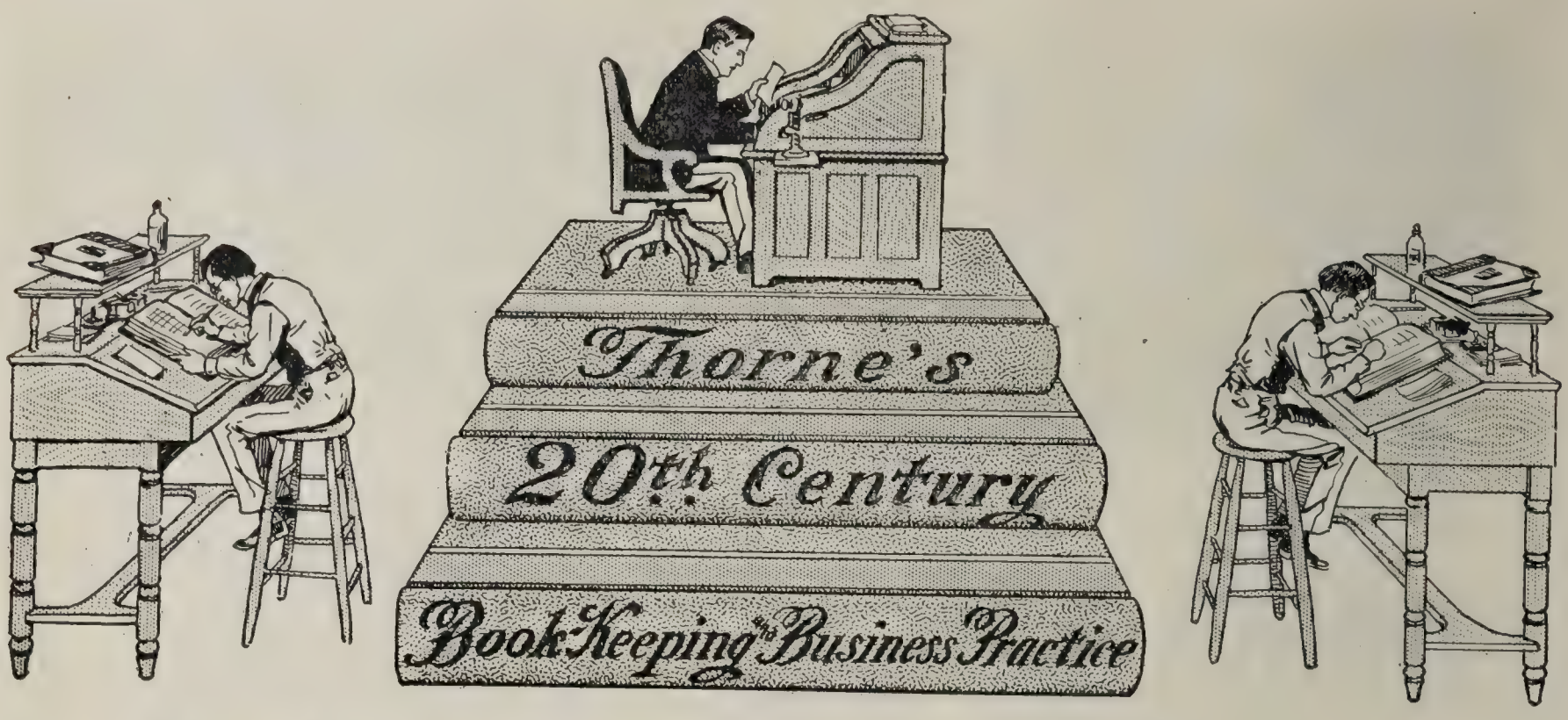
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But wait until you hear what we have to offer. Let us show you our plan. Let us tell our story.

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The International Accountants' Society, Inc.
72 W. Fort Street, Detroit, Mich.

Tell me your plan for increasing my income—the information to be FREE.

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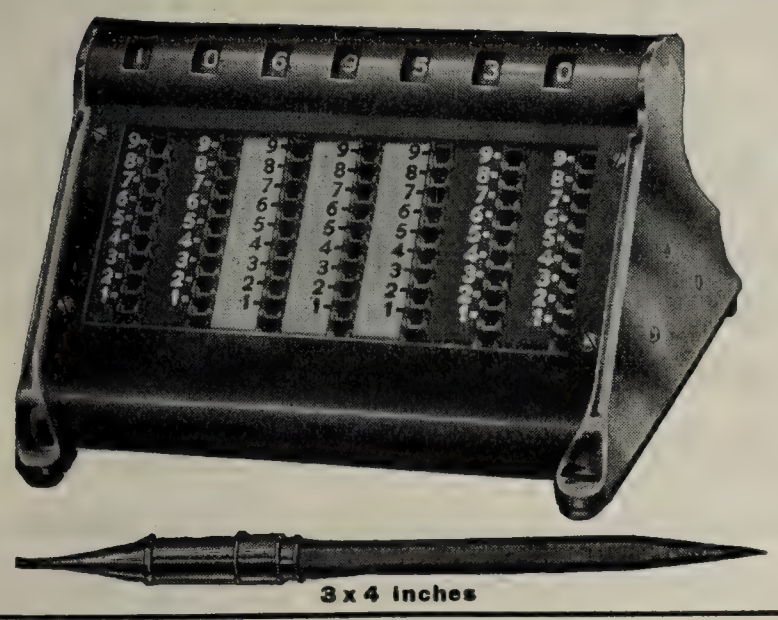
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¶ Among the patrons of The Business Man's Magazine are many small advertisers whose propositions will not warrant the use of large space, but whose business is none the less appreciated by the publishers. With the increase in the number of advertisers who are using our pages and the tendency to increase the space, the small advertisement is naturally lost if placed on a page with display advertising.

¶ To accommodate the advertisers who can use but a few lines, we offer these classified columns, and believe that this will be the most valuable position for any advertisement of less than one inch. In this issue we publish a few advertisements to show how these pages will be made up, and if it seems to be demanded by our patrons, this department will be continued. Rates for single insertions or for yearly contracts made known on application.

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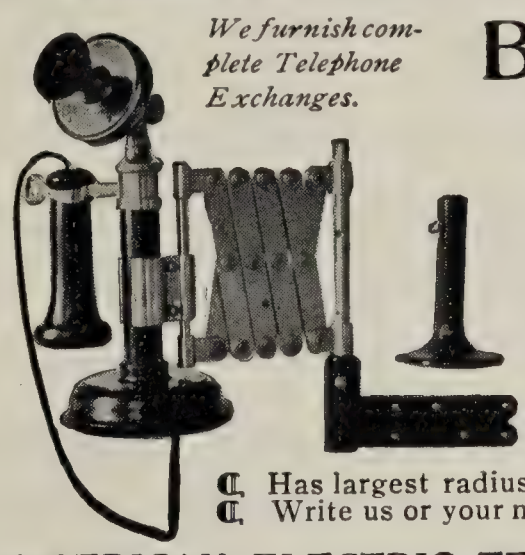


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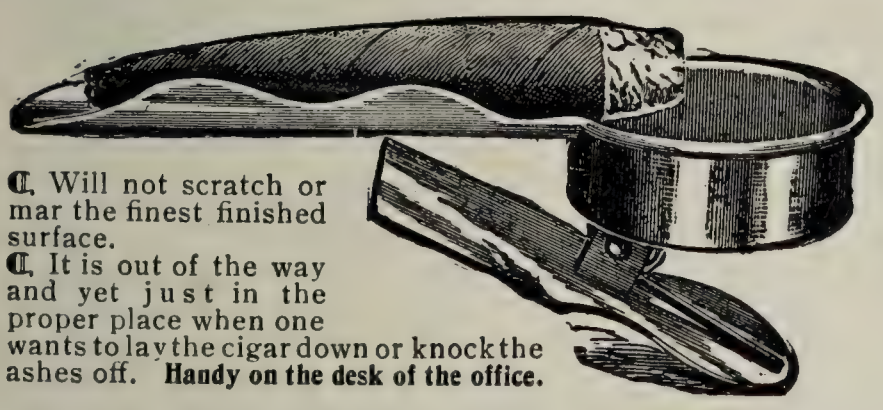
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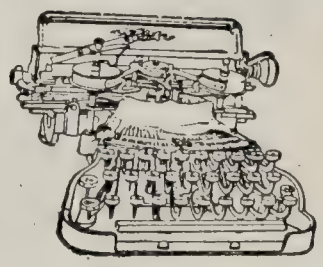
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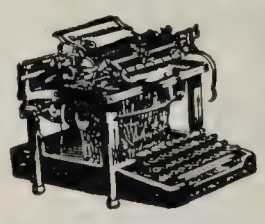
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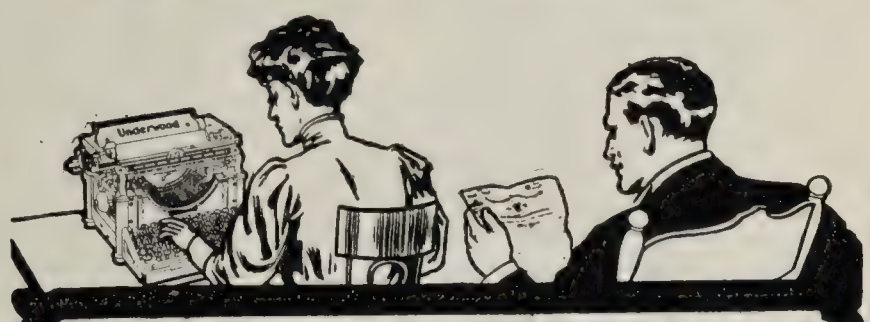
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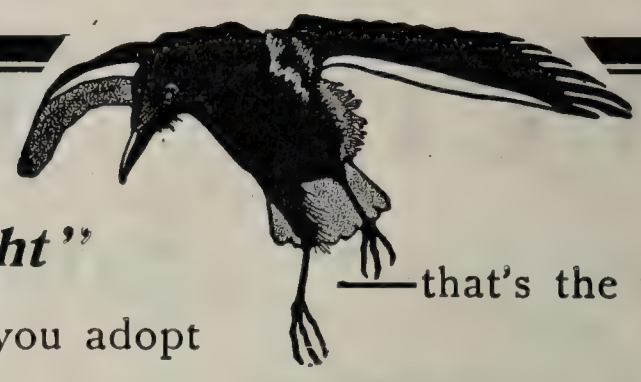
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1.63	13.64	4.04	9.37	75.55	65.40
26.48	27.70	7.99	25.70	81.75	72.00
21.55	6.17	5.71	24.17	72.77	19.14
1.00	12.80	15.33	11.54	19.14	136.70
23.30	30.54	15.00	21.30	136.70	200.00
1.00	94.11	6.57	35.70	4.83	104.83
37.11	7.28	18.18	111.04	.22	85.29
112.20	.37	6.50	13.78	17.56	17.56
13.78	31.03	1.25	.42	32.28	32.28
1.62	1.88	20.61	51.64	.87	103.54
51.64	1.80	2.55	1.88	45.94	43.62
1.88	89.35	19.32	4.35	69.58	69.58
4.35	28.16	27.20	58.67	.96	99.30
58.67	71.17	3.30	55.36	24.00	24.00
.36	7.98	9.88	4.95	55.52	55.52
3.30	8.40	.52	8.50	2.49	22.00
81.26	13.23	13.22	15.12	45.15	45.15
8.50	179.10	13.14	6.37	9.09	9.09
21.62	44.43	63.43	39.51	26.13	26.13
26.37	12.45	5.19	60.78	49.00	49.76

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The Business Man's Magazine

AND THE BOOK-KEEPER

E. H. BEACH, Editor

VOLUME XIX | JULY, 1906 | NUMBER I

"Break the Railroads' Throttling Grip"

The second of a series of special articles appearing in THE BUSINESS MAN'S MAGAZINE on railroad and express companies' abuses.

The birth and development of the octopus—how the railroads' have become unmanageable Frankensteins and assail the lives of communities who aided in bringing them into existence by grants of land and financial donations—the sad experience of Danville, Va., owing to competitive classification—the railroad and the big shipper—the Standard Oil Co. and the secret rebate question—the effect of railway free passes upon the promotion of a universal 2 cent passenger rate.

The Birth of the Octopus

WONDERFUL as it is in results, powerful as it is for good and for evil, railroad development in this country has come about in three-quarters of a century. There are men living who saw the first few miles in operation and were among those scoffing at the claims that railroads would in time become one of the mightiest factors in the commercial world. The stage drivers cracked their whips merrily at the suggestion that their occupation was threatened. Canal operators beguiled their trips in deriding the new-fangled machines that promised to do the business of the nation with their clumsy vehicles lumbering over strips of scrap iron. The steamboat men held themselves lofty and aloof from the "fakirs" making the empty boast that they would eventually dominate the great and growing field of transportation. The drovers enlivened their evenings at the tavern by facetious talk and satire over the prospect of their stock riding in state to market, but in their loftiest flights of fancy never attained to the beef trust and the refrigerator cars that would be their undoing. Farmers continued to prefer locations where the facilities for shipping by water were good, cities and towns also largely observing what then seemed the suggestion of financial forethought. Merchants and manufacturers made no different plans because of the railroads inaugurated in so small a way, and were without thought of the leading part the roads of the future were to play in shaping the activities of a nation destined to become the commercial master of the world.

How the Weakling Became a Giant.

Passing years soon brought an astounding revelation. As if by the working of a miracle the weakling became a giant imbued with a greedy ambition to dominate all the elements, commercial and industrial, that had made light of the new invasion. Through all the stages of development there was an aggressive determination not alone to conquer but to destroy. To the utmost limits of their possibilities the railroads were to control and they moved relentlessly under that most dangerous and most lawless of precepts, that the end justifies the means.

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It is not essential in reaching the present situation to go into all the details of railroad encroachment, usurpation and demolition. Their first strategic movement was to invade the territory where boats were carrying freight and passengers. Lines were run along or near the banks of rivers and canals. The business centers where these did the largest business were tapped. Rates were made attractive. The throttling grip was applied without mercy to the canals. Some were annihilated totally; some in sections. Along the Erie canal in Ohio there are miles of the old towpath grown deep in grass, reminding one of the burial place of vast capital and hopeful enterprise, and it is but a sample. Rapidly the railroad rule established itself, granting nothing, getting all it could through public generosity and appropriating it all by wrecking or other manipulation so that those who took stock for their gifts held worthless paper in return for making and supporting the railroads.

A Start With a Mouse Trap.

There was a prophetic symbolism in the fact that Jay Gould went to New York as a boy with a mouse trap as his sole earthly possession outside of the modest clothes that covered him. He was in the trapping business for life. He trapped individuals and communities, trapped those who gave to his enterprises, trapped competing corporations and trapped his friends. He made 75 millions as a trapper, and John Jacob Astor did not so well in the northern wilds. It was Gould and Jim Fiske who inaugurated the new era of railroads, using the virtues of push and daring for the premeditated and studied purpose of robbery without regard to the distress and ruin inflicted. They set the pace, defying popular rights and the laws intended to safeguard them. Their dynasty fell through the natural death of one and the murder of the other, but the evil which they did has grown to the grossest and most obnoxious proportions through their emulators who have multiplied and made more effective the methods of wickedness.

One of the earliest and gravest departures of the railroads was to ignore all honest business principles. Tested by these alone they would be declared as possessed of nothing better than the lowest order of economic intelligence. The fate of any legitimate private business run as the railroads are run would be perpetual bankruptcy. They have not for years paid any attention to that basic problem of how they must sell transportation at a fixed per cent above cost in order to make a profit either reasonable or unreasonable. Admissions from managers and the analysis of their operations by the Interstate Commerce Commission, authorize and verify the statement made. They accept whatever price they can get from those who have freight and wealth enough to bargain with them, as all the great trusts have, and exact the pound of flesh from those at their mercy with a disregard for law that Shylock himself was afraid to show. Under the stress of exposure, public criticism and threatened legislative enactment the railroads are lamenting that for 20 years the toughest task they have encountered is that of saving themselves from becoming a prey to the big shippers. It is a popular belief that they have been fellow-conspirators with these same big shippers, granting them lawless concessions in order to get their business and then ruining the small shippers who would not or could not stand for extortion as monstrous as that which led to the French Revolution, and far beyond that which led to the war for American independence.

The Railroad Needs Protection.

But admit the contention of the railroads. Admit that managerial talent and executive ability have failed to hold their own with the great trusts who are the big shippers. What stronger or more conclusive argument could be made in favor of government regulation of



E. H. BEACH, Editor: April 18, 1906.

My Dear Sir—I am in receipt of your letter of the 14th instant, stating that you are mailing to me a copy of the last number of THE BUSINESS MAN'S MAGAZINE.

I hope you will be able to send me copies of the magazine, as you suggest, as I am very much interested in the subject.

Very sincerely yours,

Edward Ruby

the railroads? As quasi-public institutions they need protection. Their responsible officers, as public servants, need the protection of the public acting through its authorized representatives in the legislative bodies in the land and the proper agencies chosen to enforce the laws after they were made. The government, by right and might, can save the railroads from the tyranny of the big shippers—and incidentally break the railroads' throttling grip on those who have so long stood helpless while being plundered, seeing whole communities desolated and the man vested with all the boasted rights of American citizenship, stripped of those rights, his possessions and all that he was entitled to achieve for the future of himself and those dependent upon him.

It can never be claimed by the railroads that they did not make their own bed. At the expense of billions to the people they feathered it to downy softness. They had only to ask in order to receive. When the wealth of the nation was being depleted because of the fratricidal war that threatened its existence, the railroads, drew in fabulous sums upon public resources. The transcontinental lines were given without stint in appropriations and huge land donations. This was largely in pursuance of a military policy and with a view to strengthening the hands of the union. Under the pressure of an almost crushing financial burden the people in themselves and through the government built hundreds of miles of railroad. The roads were reaping a golden harvest from the abnormal demands upon transportation facilities. They charged the rates permitted by the imperative demands upon their facilities, making no rebates to the government in the days of its deepest tribulation.

Biting the Hand That Fed Them.

Under such circumstances it shocks every sense of loyalty, of gratitude and the commonest decency to know that they deliberately set about robbing those who had made them. The lands donated passed to those having no more claim upon them than did the khedive of Egypt. On a much larger scale the method of looting corresponded closely to that adopted in Dealing with Danville, as it appears in an after part of this article. The worst of it is that the reckless methods of giving, wrecking and despoiling were perpetuated after the deplorable event which gave them an opening. In fact they became the cardinal and vital points in the game. Solicit, get, use as a personal asset and finally by the aid of bankruptcy, wrecking, bonding without regard to value and watering as plenteously as the thing was done in the time of Noah, making the original subscriptions the property of those who deliberately "cold-decked" the original subscribers. But this was only a part of the play. Subsequent victims were caught by the same sort of crooked playing and bled to the last drop by those capable of adopting means which the average gambler would not be forced to by hunger, cold and want.

As stated earlier in this article the rate problem which could be so easily and accurately solved has been shamelessly neglected by the railroads. Results indicate that the chief moguls could make more by avoiding the solution. This is the sanest explanation of the admitted fact that rates have not been fixed in accordance with any scientific formula deducible from the business available as related to the payment of expenses in addition to a reasonable profit. What traffic will bear governs. This is recalled because in consonance with the other schemes of getting money without returning an equivalent. Traffic rates bear no appreciable relation to the real investment. Neither has railroad capitalization.

Reasonable Remuneration on a Lot of Water.

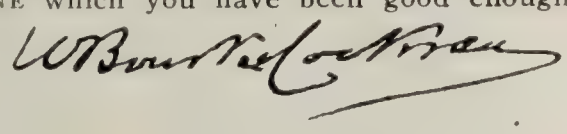
The Northern Pacific and the Great Northern have practically the same mileage and expenses of construction.



E. H. BEACH, Editor: Washington, D. C., May 4, 1906.

My Dear Sir—I beg to acknowledge the receipt of your letters dated April 27th and 30th, and to thank you for the May number of the BUSINESS MAN'S MAGAZINE which you have been good enough to send me. I will be very glad to receive the June number when printed. I send a photograph by this evening's mail.

Yours very sincerely,



They are nearly parallel and under natural conditions have about the same earning capacity. Yet, from a recent record, the outstanding capitalization of the Northern Pacific—exclusive of its Burlington bonds—is about $19,000 per mile in excess of that of the Great Northern. The total difference as represented in stocks and bonds, is $100,000,000. Financiers will recognize this as something of a discrepancy in connection with the question of dividends and redemption.

Take a look across the border where the liberal policy of the late Sir John MacDonald was branded as highway robbery—a charge which we refuse to affirm. The capitalization of the Canadian Pacific is only about $10,000 per mile, and less than half that of the Great

Northern. A mile of the Northwestern track earns about 15 per cent more than a mile of the Rock Island track, but Rock Island capitalization per mile is more than 50 per cent the greater. Chicago & Alton's capitalization per mile is nearly four times as large as St. Paul's.

These are only a few examples taken from roads widely known. It is not long since Messrs. Hill and Morgan, in less time than it takes to smoke a good cigar, added $110,000,000 to the volume of outstanding securities on which the Burlington road must earn interest in order to give investors a fair return. In the historic course of events it will not be had by them, and at the psychological moment the two great financiers can get stock at their own price, even if they are not enabled to redeem bonds far below par. So long as the road chooses to pay dividends on these fictitious values, traffic must produce the requisite funds, small shippers submitting to the heavy end of the robbery. Only the most innocent of investors think that they are paying for visible utilities when they buy railroad stock of this character. The knowing ones take their chances in getting in when stocks are down and letting go at the right time. The chiefs of the robbers know when to have the values declared as enhanced or depreciated. They never make a haul when there is nothing but water in the net.

Protect the Investor.

Why, if the government is going to introduce reason and such honesty as is possible into the rate-making field, should it not, as a logical corollary, make them obligatory in the security-issuing field? Nothing could be more strongly indicative of legislative insanity than the enactment of a law that thieves may steal by one plan of operation but shall be penalized if they adopt another; that burglars may enter by the rear but not by the front; that cheats may go free if they fleece their victims by one plan, but go to the penitentiary if they adopt another no more iniquitous in conception or harmful in execution.

Running to Cover.

If the railroads and the Standard Oil Co. had done nothing wrong and had nothing to fear, why did they make such frantic appeals to the President to withhold or delay the Garfield report?

Railroads involved in the secret-rebate scandals say that they could not resist the power of the Standard Oil octopus. They should unite at once in asking for government regulation, for the government is still a little stronger than the Rockefeller combine.

It is up to the railroads. They must regulate themselves, consent to be regulated or succumb to government ownership. They can no longer maintain an autocracy.

The victims of railroad atrocities never had the right of appeal. The government is more generous to the great corporations. They may have their day in court, and will prolong to the utmost by dilatory action under shrewd legal direction.

In case after case it has been demonstrated that the railroads care nothing for the law. A rigid and fearless enforcement of the law is what they fear.

Wisconsin railroad officials said that rebates and discriminations were unknown there. Gov. La Follette started his expert accountants to investigating, September 29, 1903. In July the rebates allowed were $101,000. In September they were $46,000, for the coming investigation was known, and in November they were $666. The efficacy of publicity was demonstrated and suggests what regulation accompanied by publicity could accomplish.

The railroads insist that they do not want to pay rebates. Why don't they get right out and yell to Uncle Sam for help? The people will join them with a gusto that will make the octopi dive for the deepest depths of their native element.

Railroad Law Made to Fit Railroad Ideas.

The Elkins law was drawn up in the office of A. J. Cassatt of the Pennsylvania company, and went through Congress as though greased, because it was a railroad measure. The railroads said that they wanted to obey that law, but the rebates in the year succeeding its passage were greater in 10 months than during the 12 months just preceding.

Railroad consolidation tends to do away with rebating and at the same time tends to the extortion made possible through monopoly. In this is another reason for government regulation.

A number of railroad employes have been discharged because too honest to pay rebates in violation of the law. Heroic justice would have placed them in command of the offending roads.

President Cassatt of the Pennsylvania Co., said: "The American people should recognize the grave necessity for greater harmony of action and interest between this richest and busiest country in the world." That is just what they are recognizing, Mr. President, and all that they ask is equitable recognition of the fact that they were something of a factor in making the country what it is.

The weaker competitors and shippers in this country have no more show than a fly in a spider's web. Rebates have been their death warrants.

William H. Vanderbilt, then president and principal owner of the New York Central Railroad, said this under oath to a special committee of the New York legislature investigating the Standard Oil Co.: "They are very shrewd men. I don't believe that by any legislative enactment or anything else, through any of the states or all of the states, you can keep such men as these down. You can't do it. They will be on top all of the time; you see if they are not." He added that they would be on top of everybody coming in contact with them, railroads included. It would be treason to indorse any such statement. It would be to admit that one of the wickedest and most brutal of corporations ever created had become the governing power in the United States and that the people who boast themselves free are in the most contemptible kind of slavery.

Recent developments tend to show that the secret-rebate system had been employed so long by the railroads that they came to look upon it as a conceded right. The masses are to blame for this, and the masses must make the correction.

The railroad motto: "Millions for rebates; not a cent for the equitable reduction of mileage."

A railroad man is credited with saying: "The public be d——d." The public replies in a truly Christian spirit: "The railroads be regulated."

Financial graft has become so common that the word is used without quotation marks. President Cassatt of the Pennsylvania says that he knows nothing of rebates within the operations of the mighty system which he controls. Considering his responsibilities, the blissful ignorance of the man seems unpardonable. In former years the Standard Oil Co. ran the road and of late the coal barons have used it largely for the purpose of crushing the smaller and more conscientious operators.

What show have competing corpora-



PUZZLE PICTURE.

Find the strangler—Tillman is gathering the Rate Bill that Aldrich gave him to strangle.

THE RAILROAD OCTUPUS IS A MONSTROSITY OF TREASON.

tions when the agents of the Standard Oil Co. are the agents of railroads transporting oil? That the relationship exists was sworn to before the Interstate Commerce Commission at Chicago, May 11, when the dealings of the big octopus with the St. Louis & Iron Mountain railroad were being investigated.

On May 23 it was admitted under oath to the Interstate Commerce Commission by the first and third vice presidents of the Pennsylvania Co., John P. Green and Samuel Rea, respectively, and William A. Patton, assistant to the president, at Philadelphia, that they had acquired a lot of coal stock without paying for it. Mr. Patton owned to $307,000 thus given him, and did not know but that such holdings in the hands of railroad men tended to cause discrimination against opposing mine operators. Yet the president of that great railroad system is protesting that his hands are clean. If so he ranks with the ostrich that sinks its head in the sand and feels sure of being lost to the world.

The "No Car" Squeeze.

George E. Scott of the Puritan and Crescent coal companies, swore during the same investigation that in 23 days he had been furnished with but one car. He added that Michael Trump, general superintendent of transportation for the Pennsylvania Co., said that it proposed to protect the Berwind-White Coal Mining Co. at all hazards. Railroad men are large holders in the latter.

Man after man has made oath recently that the independent oil companies had been discriminated against to a ruinous extent by the railroad companies.

It is charged in Ohio, where the authorities are not afraid to go after the heartless Standard Oil monopoly, that it stole telegrams in order to keep tab on what the independents were doing, and that it recently burned its Cleveland records at midnight so that they could not be produced for investigation. This is the concern that the railroads have been favoring right along, though the direct result was the ruination of decent and honorable men.

The sycophantic railroads do not dare to buy lubricating oil from independent companies. The Standard is the dictator, and it has secured such rebates that the independent companies are forced to sell 75 per cent of their output abroad.

A Ruined Community.

After the Interstate Commerce Commission had carefully investigated the railroad situation at Danville, Va., it made this report:

"Danville began 20 years ago with a population of 3,000 people, and rapidly developed to substantially its present size; but in recent years and at the present time, it finds further development seriously impaired, if not absolutely checked, by this rate discrimination. Its wholesale merchants are deprived of most of their profitable territory by competition with Lynchburg and Richmond. Every new interest which considers the advisability of locating there is confronted with the fact that it must pay in freight rates a sum from Danville over and above what must be paid from Lynchburg large enough to afford a handsome profit upon many enterprises. Every inhabitant and every property owner of Danville is to an extent injured by this discrimination."

The suggestions of this report sent



"THE FIRST LAUGH I'VE HAD IN A YEAR."
—From New York Herald.

PANDORA'S BOX IN THIS AGE: THE MILEAGE BOOK.

Ray Stannard Baker to Danville that he might get inside information, and the story which he took back to McClure's Magazine is that of a deliberate and cold-blooded attempt on the part of the railroads to kill a town. For the facts and figures used in this article we are indebted to the authority mentioned, for there is nothing else available that so clearly exposes the cruelty of rapacious railroad methods.

In Danville, as in every other city where the railroad question is raised, there are two factions. Ninety-five per cent of her people are anti-railroad and anti-trust. They declare, as does the report of the commission, that the Southern Railway has done untold wrong to Danville, injuring its growth and checking its prosperity. The remaining five per cent represent the wealthy contingent of the town who have profited through the railroad discriminations that ruined or crippled others. The representative men of the minority are James I. Pritchett, who does an annual milling business of $900,000; R. A. Schoolfield, president of the cotton mills; W. P. Boatwright, a prosperous furniture manufacturer; J. R. Jopling, president of the First National Bank, and two or three other men of wealth who are allied with the railroads. Fighting against the evils of railroad monopoly are such men as Judge A. M. Aiken, for 20 years on the bench; Eugene Withers, a prominent attorney and former member of the legislature, and many others who want the throttling grip of the railroad upon their home town broken.

"Whipsawed" or "Easy Money" for the Railroads.

One of the first things to attract attention in this expose of local iniquities, is the revolting ingratitude of the railway corporations. During the '70s and '80s the people were pledging their counties and cities as security for the building of railroads. When the Virginia Midland road was projected to run from Washington to Danville, that it might have an outlet to northern markets, it donated $100,000, and Pittsylvania county, in which it is situated, gave $300,000 more. This initial enterprise was completed in 1874, with the result that Danville felt the quickening of enlarged trade and commercial importance. If one railroad was so good a thing more would be better, reasoned the men who were so anxious to rehabilitate the south. In the '80s when the Danville & Western was projected, the energetic little city gave $110,000 in cash to forward the enterprise. For the few years that competition was maintained, Danville flourished like a green bay tree.

Then in that comparatively little section there was illustrated the blighting wickedness of railroad combination and monopoly. Short railroad lines were being connected under single ownerships. Great trunk lines, greedy and conscienceless in their operations, shrewdly and quickly wove their destroying net. By merging the lines which Danville had given so generously to build, that city found itself at the cruel mercy of the Southern Railway, a grasping monopoly from Washington to the Gulf of Mexico, dominating its field with a tyranny which jeers at opposition.

Again Danville was too trustful and too generous. It foolishly thought that it could circumvent monopoly by the building of a new line over which to market its products. It raised $150,000 and handed it over to the promoters of a road



THE STERN COMMAND OF THE MASSES: "BACK UP!"

to Norfolk. This was more than was expended on the line in Pittsylvania county. The contributors were simply bled and buncoed. Construction was of the cheapest kind and when the road was opened in 1890 it was a scandal to the science of railroad building. But it was sufficient of a competitor to make the monopolists take notice. J. Pierpont Morgan and his associates proceeded at once to acquire the new road under a long-time lease, making it a part of the Southern Railway which has Danville absolutely within its grip. Yet this is the city which, with the county, poured $700,000 into the coffers of the monopolists. They were given stock, but all the railroads had to do was to reorganize and not a dollar did the contributors get back. It was not intended that they should get it, and they never will get it. As a part of its municipal indebtedness Danville is today paying interest on $290,000 of money borrowed and handed over with the hope of getting railroad facilities with honest competition. It was robbed of all that it invested, and is now being robbed through the results brought about by crooked manipulation.

Even yet the people of the town did not surrender but in 1901 voted $250,000 in cash to help build what was to be called the Mount Rogers' Eastern. For some reason the project was dropped before it was under way. This is not a new or strange story to the American people. They have given millions in land and money for the establishment of railroads. This vast treasure has been absorbed by the railroad magnates who now claim to own it all, who "Danville" the country as they desire, defy the laws and promote corruption in all the civic institutions upon which the people rely for protection.

Through sworn evidence given on trials and investigations there is ample light thrown upon the intolerable abuses to which Danville is subjected. "Rates on practically all goods shipped into Danville have either not decreased or have actually been raised since the Southern Railway obtained monopolistic power over the city."

"Rates on practically all goods shipped out of Danville, with one significant exception, have been made most favorable by the Southern Railway."

Taxation by the Railroad.

These facts will explain themselves as illustrations are produced. There is an extortionate tax placed on all food, clothing and fuel brought into the town. Keep in mind during the statements following that it is a longer haul by 66 miles to Lynchburg than to Danville. A shoe merchant of the latter place buys a stock in New York, has it shipped by sea to Norfolk, thence by rail to Danville, and has to pay the railroad 66 cents a hundred pounds. A Lynchburg merchant gets the same sort of goods hauled the 66 miles farther for 54 cents a hundred, or 12 cents less than the man with the shorter haul.

Sugar shipped from New Orleans by the Southern Railway for Lynchburg goes right through Danville and 66 miles farther on, yet Danville must pay 43 cents a hundred weight and Lynchburg but 32. Discrimination could not be more palpable, contemptible or destructive.

Pork from Chicago costs the buyer in Danville a 40-cent freight rate while Lynchburg, 66 miles beyond, gets it for 27 cents. Why doesn't the Danville man ship to Lynchburg and then back over a rival railroad? Because there is no rival to the Southern reaching Danville. He would have to pay 13 cents to get his consignment back from Lynchburg, or half as much as the thousand-mile haul from Chicago to Lynchburg. Danville is absolutely in the tentacles of the octupus and is having the life squeezed out of it with more than brutish torture, for it gave without stint that the railroads might be built. The result of Mr. Baker's investigation is that nearly every class of merchandise costs from 33 to 100 per cent more to Danville than to

Lynchburg, though many, if not most, of the shipments pass through Danville to Lynchburg.

A Toll on the Bread We Eat.

Let the case prove its own strength. The rate on flour from Cincinnati to Danville is 24 cents; to Lynchburg 12 cents. Twice the railroad tax is placed on every loaf of bread in Danville over that in Lynchburg. The fertilizer so much needed in the tobacco fields has a rate of $5.80 a ton to Danville, and of $4.40 to Lynchburg, 66 miles the longer haul. Farmers trading at Danville have to pay $1.40 more for the fertilizer than his competitor at Lynchburg. Danville pays 70 cents the more freight on each ton of coal from the Pocahontas field, a discrimination of about 45 per cent that hits the Danville manufacturer hard, to say nothing of the household consumers of coal. How are these for the prices of coal at Danville, so near the great bases of supply—anthracite coal for domestic use $9, bituminous $6.75, and Pocahontas $7. No wonder that manufacturers who have investigated Danville, as a site for their enterprises, turn to some other point.

It is the testimony of Greenhow Maury that he paid 23 cents as the rate on a specific shipment of salt from Akron, Ohio, to Danville, just about 50 per cent more than the rate to Lynchburg. He shipped 15 cars to the former place and it was $420 more than to Lynchburg. On a commodity sold as close as salt must be, what show on earth has Danville in competition with Lynchburg?

W. R. Guerrant, a hardware merchant, had two steel stoves shipped him to Danville from Cincinnati, each stove weighing 800 pounds. The rate to Lynchburg was $1.76, and from there to Danville was $1.84. He paid $3.60 on his stoves while a competitor in Lynchburg paid but $1.76. Horses shipped from the west by the Southern can be put down at Richmond for much less than at Danville, though the haul to the latter is 141 miles shorter. It is a fact that some of the buyers have had their horses shipped to Lynchburg, as per bill, and then stolen them off the cars at Danville. From a moral viewpoint this can only be classified as fighting the devil with fire. Practically nothing for consumption or sale goes into Danville that is not taxed outrageously by the monopoly holding the town in its death grip. The strangle hold is merrily applied, the victim being a community that gave without stint to the dastardly monopoly.

Help for The Railroad's Favorites.

There is a reverse to this ugly picture and, in the final analysis, it is no less ugly. The chief freight shipments made from Danville are cotton goods, furniture, flour and tobacco. Railroads favor the big shippers from whom they can depend upon a goodly number of loaded cars every season. Favorable rates had to be made to the cotton mills or they would not establish themselves in Danville. Mr. Schoolfield got on the inside and has rates permitting him to compete with other cotton producers of the south. Mr. Pritchett, who grinds flour, is given a milling-in-transit rate on wheat. He can stop wheat at Danville, grind it in his mill and then send the flour on at the remainder of the rate. The power used by both of these men for running their mills, is largely water, so that the coal hold-up by the roads

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Where you going?
Down the R. W. and O.
What does R. W. and O. stand for?
Rebate, Waste and Overcharge, I guess.

does not materially affect them. Mr. Boatwright is at the head of the local furniture industry. Through some hocus pocus for which the railroads are notorious, he can ship his furniture to northern cities for much less than the same northern cities can ship to Danville. He is favored because he ships out, but furniture shipped in to Danville pays the railroad graft, and the people are forced to settle.

But with tobacco it is different. As to that product Danville is discriminated against just as it is on incoming freight, Lynchburg and Richmond being favored as against it. The Southern Railway carries tobacco from Richmond to Louisville, Kentucky, for 24 cents a hundred pounds, while the charge from Danville, 141 miles nearer Louisville, is 40 cents, or nearly 70 per cent more for the shorter haul. The tobacco raisers at Danville have no redress save in the regulation of the railroads. They must ship from there because that is where their farms are, and outsiders are not looking for land upon which the grasping railroad magnates impose such a burden.

There is another consideration in this connection. The tobacco trust has worked with the railroads in the freezing out of Danville. This trust is as powerful in its field as the Southern in the railway field. The tobacco combine has driven nearly all the independent leaf dealers out of Danville. It used to be that 27 such operators manufactured their goods in that city. Now there are but four. The whole explanation is in the crushing of weaker rivals, the railroad helping the trust by granting it favoritism in freight rates. The tobacco has been brought to a pass by these monsters of cruelty where to raise and market tobacco costs him all that he can get for it, yet Danville tobacco has always been conceded to be one of the best of the domestic product. Driven to desperation by the fact, the tobacco growers there are trying to form an alliance or trust of their own. The long chances are against them, but if they did succeed it would be through an amalgamation with the big trust, and then the consumer would indeed be a victim.

A Regular Hold-up.

There is a summing up of these iniquities, and it should be studied as one of the most impressive object lessons, showing in miniature as it does the unbearable abuses to which this nation is subjected by the railroads. They tax these helpless people without a shadow of right or justice, and make them settle just as would the veriest gang of footpads. Judge Aiken calls attention to the lamentable fact that the class of citizenship is surely deteriorating, for the children who should be in school are forced into the cotton mills to help keep the wolf from the door. The natural breadwinner has to pay so much for necessaries, has to be bled at the company stores, and is so much at the mercy of relentless monopoly on every hand that he is reduced to that final problem of keeping body and soul together. Taxes have soared because of the big sums paid to help build railroads. Real estate values have fallen in like ratio. Capital avoids the town that was so enterprising and prosperous before the railroad vampire settled upon the community. Only the five per cent favored by the railroads are making money, and they make periodical pilgrimages to Washington that they may laud the railroads and give them longer lease of tyranny.

But the majority has not slept upon its rights. It went to the Interstate Commerce Commission, sure that the power vested in it, stirred by the pathetic justice of their case, would lead on to relief. This is from the commission's decision in the case:

"The Southern Railway, by virtue of the fact that it has obtained possession of and now controls the avenues of communication by rail between the city of Danville and the outside world, has no right to deprive the community of

the competitive advantages which the enterprise of its citizens in one way and another has secured, and upon the strength of which business conditions have grown up, it must recognize the geographical position and commercial importance of Danville."

This strikes a righteously indignant man who loves fair play as rather a perfunctory, if not evasive, view of the case, but the commission went farther. It found the rates that were discriminatory at Danville as against Lynchburg, and gave the railroads two and a-half months in which to begin dealing justly with the outraged city.

Regulation That Fails to Regulate.

But what does a modern railroad monopoly care for authority? After waiting as long as possible the Southern got a rehearing, put in a mass of testimony, showing that there was competition at Lynchburg, while there was not at Danville, and that the latter was only paying fair rates while Lynchburg had to be let down with less in order to get business. Here are extracts from what Commissioner Prouty had to say in handing down his decision for the commission:

"It is idle to suppose that Danville can long continue the active competitor of Lynchburg under these circumstances. Enterprises already established there may continue for a time; special conditions like its water power may give to it permanently special lines of business, but, as a whole, Danville must cease to be a competitor of Lynchburg."

Of the claim of the Southern that it was not earning dividends on its $120,000,000, common stock, the decision said:

"This common stock was issued as a part of a reorganization scheme under which the Southern Railway Company came into existence. It does not appear that the persons to whom this stock was originally issued ever paid one dollar in actual value for it. It simply appears that the stock is outstanding. This is not enough. Something more is needed when a claim of this kind is set up than the mere fact of the existence and amount of capitalization. It does not rest in the whim of a reorganization committee in Wall Street to impose a perpetual tax upon that whole southern country."

And finally, Commissioner Prouty laid down certain broad, fundamental principles regarding the relationship of the railroads to the people:

"The Southern Railway is of great benefit to the territory which it serves, and the money invested in that enterprise is entitled to the most careful protection; but the property of the citizens of Danville is just as sacred as are the securities of that company. * * *

"This is not a question of revenue altogether. It is a question, to an extent, of right and wrong. The beggar upon the street has no right to steal merely because he is hungry; nor has the Southern Railway a right to do an unlawful act simply because it needs revenue. The state of its revenues has a bearing upon the lawfulness of the act, but is not conclusive.

"Railway managers are prone to assume that, in the adjustment of their rates, only the interest of their own properties must be considered. Mr. Culp was asked what weight he gave to the interest of the city of Danville, to its proximity to Lynchburg, to the fact that it was a competitor of Lynchburg, and his reply in effect was, none. This is neither just nor lawful. Railways are public servants and subject to public control. In the exercise of that control the public has enacted that they shall not unduly



TO PREVENT HIM MAKING TOO MUCH OF A HOG OF HIMSELF.

THE AMERICAN PEOPLE ARE TIRED OF BEING GULLED.

discriminate in favor of one locality against another, and that they shall not charge more for the short than for the long haul under similar circumstances and conditions. The Supreme Court has declared that in determining what are similar circumstances and conditions, and what is undue discrimination, reference must be had to the interest of all parties, not merely the railway. After considering all the circumstances and conditions in the present case we have sustained the complaint of the city of Danville, and have indicated in a general way those changes in rates which should be made."

Thus Danville's big majority scored two victories before the Interstate Commerce Commission, and after the second success was sure of the relief which meant life and future happiness to their abused city. They got nothing of the kind. Instead the Southern has impudently and wickedly increased some of the freight rates collected from the unfortunate community. It was done through that scurviest and most unpardonable of railroad tricks—the reclassification of freight. Danville is worse off than ever, and yet the railroad apologist is as active as ever and the procuring of justice seems afar off to those who see how vitally it is necessary to the perpetuity of our institutions as making for the broader liberty and higher moral plane of our people.

Why Hustlers Fail

A boy rushed frantically through the car, yelling "Pipers 'ere! Uxtry! All about the 'orrible—Uxtry!" The Grouch whistled and called to him as did several other passengers, but all in vain. The boy was so absorbed in crying his wares that he paid no heed to selling them. He dropped off at the next corner, still yelling.

The Grouch snorted. "I've been trying to buy a paper of that boy for three years, and never succeeded," he said. "I don't believe he ever sold a paper. He's a hustler. He'll grow up in the midst of his own clamor and never know anything. But he will make a sort of living. All 'hustlers' do. People throw things at them to get rid of them. I used to hear a hobo say that he would go to the back door of a restaurant kitchen and cuss the cook so he would get a ham-bone flung at him.

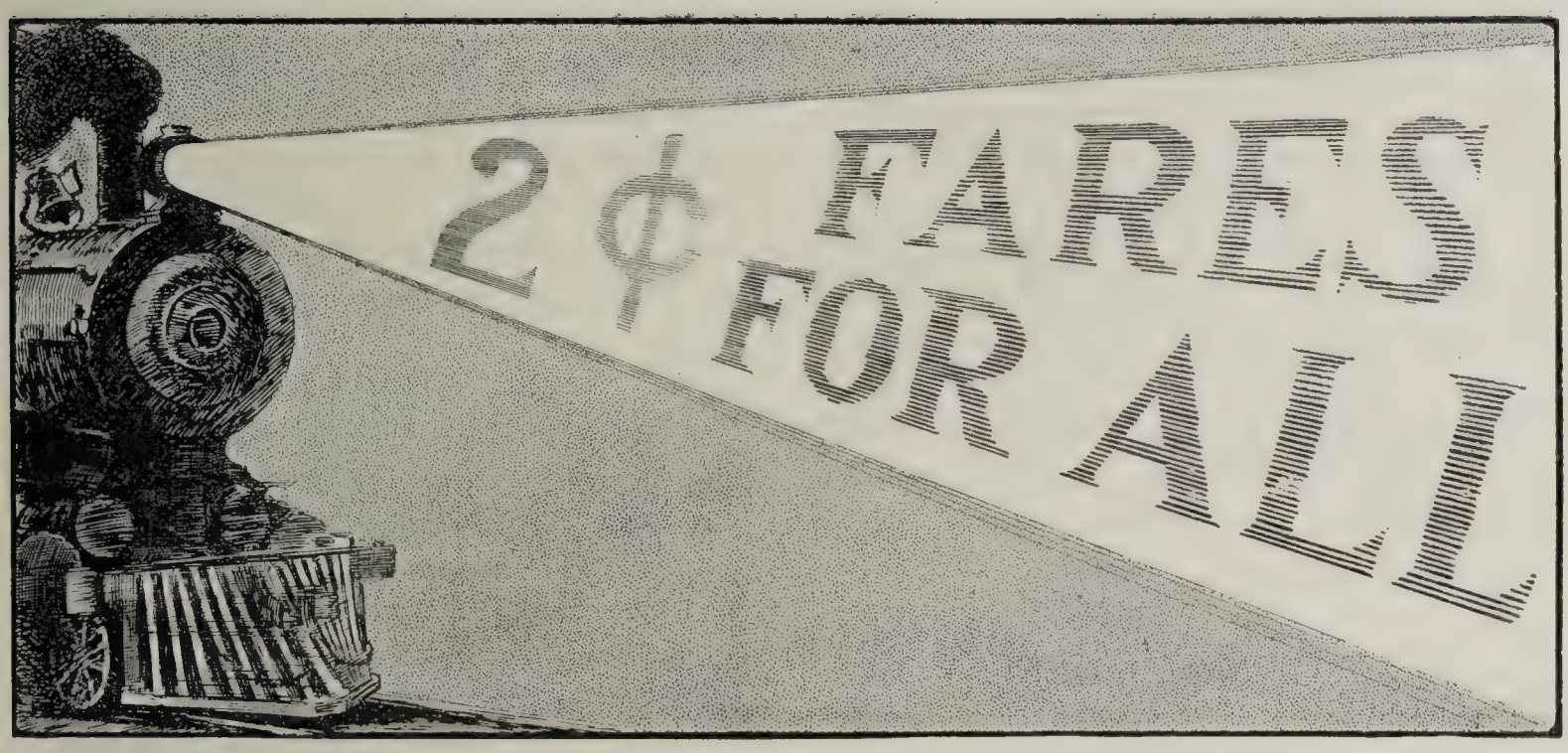
"That is the way 'hustlers' get on. They come into your office with a half-baked scheme, and dance around and shout until you give 'em $10 to get 'em out of the way. But they never get anything big, because they never stop to think or plan. They are mild lunatics.

"But for all that, they have some admirers; people stake them because they believe that so much energy can not be wholly futile. A hustler can nearly always get credit for board and lodging. And the people who trust him do not resent it when he fails to pay. They say, 'Oh, well, he failed this time, but he'll make good in something. He's a hustler.'

"And so the hustler makes his way through life. By and by he grows old and loses his ability to even hustle. Then he plods wearily over the hill to the poorhouse, and says that this is a hard world—no matter how a man hustles he can't get on.

"Give me a man who dreams once in a while, and occasionally misses a train. Hustlers get on my nerves."—T. K. H. in *The Eli Grocer and General Merchant.*

RAILROADS COLLECT SWAG UNDER THE NAME OF FARES.



Caught in Bad Company.

There is a mass of cumulative evidence tending to show that the railroads of the United States are in the worst of bad company wherever and whenever there is a chance for them to make money by the association. It is not conceivable that they could become pals with a more lawless monopoly than the Standard Oil Co., and that they have assiduously cultivated it without just regard for the rights of others. Not the least interesting thing in connection with the unearthing of the pernicious combine is the attitude of the oil magnates when the light was turned on. They departed from the sacred traditions of their heartless organization and talked. So profoundly were they disturbed and so threatening seemed the menace to the tentacles of their octopus that they committed the strategic error of throwing themselves on the defensive.

They First Make Talk.

Whom the Gods would destroy they first make voluble. Long have the bosses and other plunderers of the public subscribed to the old maxim: "Addition, division and *silence*," and the greatest of these is silence.

The two expert manipulators, H. H. Rogers and John D. Archbold, became worse than voluble. They were positively vociferous, and no finer imitation of virtuous belligerancy has been seen since Ajax wanted to go a limited number of rounds with the lightning. These two oil-annointed saints made heated denial of the charge that their corporation had engaged in unlawful practices. The president of the United States made the charge, basing it upon the report given by Commissioner Garfield. M. F. Elliott, general counsel of the company, also threw up his hands in pained and holy horror because such a report should be prepared.

Yet the unqualified statement is made by Mr. Garfield that at the close of his investigation "all the essential facts discovered by the bureau were presented to the company." He adds: "There was no denial of the facts found, but explanations of particular situations were offered, and it was urged that the facts did not show any violation by the Standard of the letter or the spirit of the interstate commerce law."

The Old Cry of "Let Us Alone."

In the face of what is widely known the men who grease the ways for themselves



IN BAD COMPANY.

THE BIGGEST OCTOPI HAVE CONSOLIDATED.

have made the most impotent protest imaginable. The same power which has crushed the poor man with but one oil wagon and a small local trade, has joined the railroads as fellow conspirators in destroying or absorbing alleged independent companies. Many a tank on wheels marked as belonging to some other corporation was either carrying a false label or was paying tribute to the big octopus for the privilege of selling its oil. This method of deceit gives stronger and wider credence to these words in the president's message: "The report shows that the Standard Oil Co. has benefitted enormously almost up to the present moment by secret rates, many of these secret rates being clearly unlawful. This benefit amounts to at least three-quarters of a million a year."

There is justification of the charge that the Standard has so evaded the spirit of the law—where it has not evaded the letter—that it has been practically able to make its own transportation rates either for the purpose of killing competition or out of voracious greed for the fattening of its own coffers. It is much to have an administration eager to grapple with so arrogant a corporation. It will be more if it can be subjected to wholesome laws. The people are sick and weary of the aristocratic dictum that "No millionaire can do anything for which he should be sent to jail." There should be added to the interstate commerce law the imprisonment clause which Senator Elkins had eliminated in 1903. This has been done in the Senate and it should be enforced with all the power of executive authority.

A Golden Shield is a Perfect Defense Against Law.

Nothing impels the people more strongly to punitive punishment for those robbing in millions and ruining by tens of thousands than this whining assumption that a shield of gold is proof against assaults of the law.

This review of a subject which has been so prominently before the entire people is not with the single purpose of establishing the ignominy and guilt of the Standard Oil Co. It is without defenders save in its principals, hired men and beneficiaries. But it is the unhallowed partnership which the railroads formed with the scoundrely oil monopoly which suggested the use of the facts brought out with a view to strengthening a point made in a former article on the mileage question. It is that if the roads would do business upon honest business principles, giving equitable treatment to all patrons, they could well afford to carry passengers at a flat rate of two cents per mile. Through the allowance of secret rates alone the railroad was giving the Standard three-quarters of a million annually.

Allow for the drop of a cent a mile in order to reach a two-cent rate—and this is too liberal an estimate—practically every man, woman and child in the country could ride a mile for two cents, and be allowed no larger gift than that made to the colossal oil octopus with its untold millions. Like donation would carry 3,750,000 twenty miles; 1,500,000 fifty miles and 750,000 a hundred miles. Realize that this is but a drop in the bucket in measuring the unjust and unpardonable rebates made by the railroads. Grasp the fact that they have given to the sugar trust by millions, to heavy sugar wholesalers with like unstinted hand, to the beef trust, to the steel trust and to the coal kings. In the vast sum total thus disbursed through criminal discrimination may be an explanation of the beseeching protest of the roads against a two-cent mileage. What is positively certain is that the withholding of these enormous rebates would insure a big profit to the railroads in their aggregate business, even if passengers were carried at less than the rate for which THE BUSINESS MAN'S MAGAZINE stands.

"Muck Rake" Cried by Those in the Muck.

Here there is pertinent some remarks about the "muck rake." The howl is kept



A SHIELD OF GOLD IS PROOF AGAINST THE ACTION OF THE LAW.

THE STANDARD OILS THE TENTACLES OF THE RAILROAD OCTOPUS.

up by publications owned, controlled or hired by great corporate powers. It is true enough that the railroads are necessary to the people. just as it is true that the people are necessary to the railroads. If one choose to follow the whimsical arguments of these giant monopolies in the same tone which they adopt, the people would still hold the stronger hand. They lived and thrived for generations without the roads which would have died at birth had the people not adopted them. To yield to their abuses because they are a necessity, leads logically to the conclusion that they may follow their perfidious policy until they become the governing power of the nation. That they have already gone far in that direction is responsible for the agitation which must employ the terrific forces of outraged popular rights until they are safely restored to their own. We are without sympathy with the mawkish sentiment which would condone the unutterable cruelties of the corporate powers, interlocked with each other until to find the inner history of one is to find it a member of the stupendous conspiracy which murders the weak in the commercial field and robs the consumer with merciless mendacity.

Regulate the Roads Before They Gain Absolute Control.

What right have such offenders to claim immunity from legislation that means rigid regulation and an assurance to the masses of their fullest rights in the premises? Where did the corporations show less than a spirit of defiance and contempt for those whom they plucked by the shrewdest devices of robbery? What modification of justice is coming to those who have bribed courts, bought legislatures and kept their sappers and miners at work in the surest way to destroy our distinctive institutions?

Bismarck declared that in politics there is no middle term between velvet and cold steel. His reference was to international complications, but here we are a people largely within ourselves. Our individual operations and opportunities should be held as sacred as the form of government under which they are protected. If there be an invader upon the guaranteed rights of American citizenship, he must be repelled at any cost. Where the invaders threaten to become an autocracy of wealth and have gone far in that direction, and when they are public servants, as in the case of the railroads, the mean plaint that they are a necessity and must therefore be spared, calls upon the people for such restrictions as will surely hold the erstwhile insolent but now weak-kneed offenders. There is not the slightest danger that railroads will be abandoned. The real "necessity" in the case is that they be made to conform to that robust morality which they have lost, to the utmost extent of their opportunities. Traced through its various ramifications, their treason is worse than that of armed traitors.

A Stab in the Back.

You may fight the latter face to face. The railroads have the ways of the masked footpad or the assassins that fire from ambush. A long lease of power may make it difficult for them to realize that they are not supreme in its exercise, but it is vital to the preservation of the country itself that they be so completely disillusionized that their fate may long retard others who would undertake the same iniquitous schemes for plunder and usurpation.

Commissioner Clements of the interstate commerce commission hit the nail on the head during the investigation at Chicago of direct charges of collusion between the Standard Oil Co. and the St. Louis & Iron Mountain railroad. One of the attorneys of the Standard declared that the evidence of one of the witnesses was nothing but a lot of "muck-raking."

"Well," replied the commissioner, "if the Standard Oil Co. is in the muck I see no reason why the rake should not be used."

There was the most damaging testimony going to show that both the greasy octupus and the railroad were in the muck and in



DON'T INTERFERE WITH LEGITIMATE PROFITS.

MILEAGE BUYERS GET THE GOLD BRICK AND THE BRICKBAT.

deep. Their condition was that of many other of the railroads, as has come to light through private as well as public exposures. They have forfeited all claims to consideration that might soften the demands of exact justice. Their methods have been morally and legally loathsome. They have been bribed and have bribed. They have divided stolen goods with all the sang froid of a cultured gang of thieves. They have built their golden stronghold upon the ruins of private fortune and the wreckage of private enterprise. They have done their treasonable best to scuttle the ship of state and sink it to the depths of their infamy. Every man, woman and child in the United States, outside the allied robbers' combine, has suffered through their unspeakable wickedness. We have no patience with the prating weaklings who say to handle the situation gently.

An Actual Robbery of Widows and Orphans.

Recall the events on Wall Street when the attempt was made to bring about the unlawful and forbidden railroad mergers. The fever became a contagion. Billions of dollars of new securities were offered and sold at an immense profit. Tens of millions of these were unloaded upon insurance companies in which railroad kings were directors, thus robbing the widows and orphans while prostituting the institutions created to make sure provision for the future for those dependents. Yet the railroads cry "mercy!" Give them what their despicable conduct has earned; no more, no less.

What have the things considered to do with the mileage question? A very great deal. Railroad stocks are issued and intended to draw dividends upon the earnings of the entire system represented. There is no sale of shares in the freight or the passenger traffic, but in both. The term "reasonable profit" does not apply to either but to both combined. The outcome of a year's business is deduced from the net earnings without reference to the specific sources of income. If the result be "reasonable profit" there is not the slightest excuse for the stiffening of prices by the companies. But they have been dissipating millions in rebates. They have spent other millions in their literary bureaus meant to blind and bias public opinion. Still more millions have been given in the currency of free passes to influence the lawmakers, to muzzle the press and to sustain lobbies regardless of expense. All of these enormous sums should have appeared in the earnings and added to the profits instead of in the corruption fund—no difference how innocent the name given it in the books of the offending companies.

Honest Use of Moneys Earned Would Make a 2c Rate Profitable.

Make these changes and the savings would so add to the wealth of the roads that two-cent mileage would be dangerous to the railroads only in the fact that it would be liable to yield them more than the "reasonable profit" for which they clamor. This phase of the question has been gone into at some length because the position taken by THE BUSINESS MAN'S MAGAZINE in the June issue was questioned by interested opposition.

The railway pass evil as bearing upon the two-cent rate, for two reasons demands further consideration. The first is that, to meet any shortage in that "reasonable profit," against which stolen millions are charged, those who pay their fares must also pay the fares of those who ride free. In plain language, those who purchase tickets are held up for those who do not, and the margin goes to the railroads for purposes of bribery, flimsily disguised as personal compliment. This is no unconsidered accusation. A governor, legislator, judge or other public official is ordinarily as good a man after he has served his term as before. If the giving of a pass is a personal recognition it should not be withdrawn because the recipient loses the position in which he



JAIL FOR CORPORATE LAW BREAKERS.

LAND BUCCANEERS CONTINUE TO MAN THE RAILROADS.

might be of assistance to the railroads in their schemes for defeating the will of the people. The same is true of the editor, correspondent or reporter who yields to temptation.

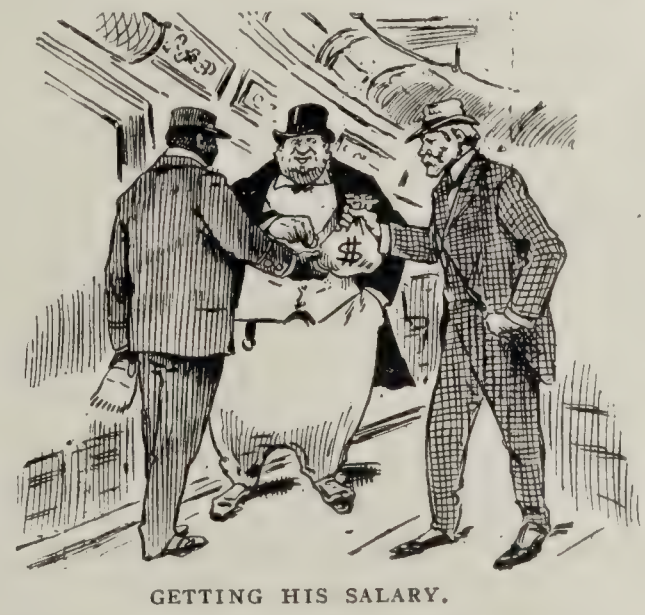
Newspapers Bribed With Pitifully Small Sums.

Some newspapers actually have mileage which they give out as an inducement to advertisers, and the railroads supply this additional aid to bribery, again charging it to the man who pays as he goes. The reactionary claim made by some of the railroads is that it costs them little or nothing to carry those who are passed. This is confession. A lawmaker, judicial officer, newspaper man or any beneficiary of railroad "hospitality," takes as much room and generally calls for more attention than those who pay the fare. If it costs little or nothing to carry one of these deadheads it should cost little or less than nothing to transport the cash customer.

It has been held for some time that to carry an interstate passenger without charge when other such passengers are required to pay, is undoubtedly a forbidden discrimination. Under the pressure of public opinion the offenses are fewer than they used to be but continue. In Ohio the legislature made a two-cent rate after some or all of the roads had withdrawn passes from the state solons. It may not have been an act of retaliation but, it hints at the way in which the states may bring the law making offenders to action as commendable in results as though prompted by the highest sense of duty. It need only be added in this connection that lobbyists not only travel free, but are paid liberally for their contemptible services and supplied with ample means to be used in vitiating and debasing the sources relied upon for pure government. Thus the millions are squandered in worse than riotous living, and honest people must stand for extortion in order that the roads may make "reasonable profit." It would be confiscatory not to allow them such profit, but it is within the province of government regulation to insist that the question of profit rest upon conscientious—or at least legal—collections and disbursements. To hold that these haughty corporations cannot be brought to such reasonable regulation is to admit that attempted self-government is a failure; that railroads and allied corporations have established a dictatorship which cannot be broken. If in the name of that fetich, "reasonable profit," they can exact millions from the masses and expend it in the most damnable schemes which the genius of disloyalty can conceive, and then be listened to in their plea for clemency, the public can best void against still greater oppression by immediate surrender.

You Must Consent to be Robbed.

There is another material consideration. Traveling men are the most numerous buyers of mileage. As a rule they use sleepers and parlor cars. Here they are permitted to exercise the self-respect which is violated when they are held up and humiliated by the rules and conditions to which they subscribe in order to get their mileage book. But they pay well for the privilege. The porter must be feed. The waiters in the dining cars must be tipped. Offend these sympathetic autocrats and they are as indifferent to your rights as are the railroads themselves. You get abominable service and black looks unless you help pay the railroad help. The outlay of the corporations in this direction is a pitiable pretense of giving wage. You pay the rest, just as you pay the railroads to help throttle scalpers. Hire a stateroom at an extortionate rate or a costly sleeping berth and after that you must settle every time you trouble an ebony attendant to whisk a broom, bring a table, brush your shoes or clothes, furnish ice water or deliver in good shape and in good time what is scheduled on the bill of fare. You have the blessed alternative of taking the inferior cars, the increased hazard in case of accident, go dusty and uncomfortable and



GETTING HIS SALARY.

REASONABLE PROFITS AND OUTRAGEOUS ROBBERY, INCOMPATIBLE.

even go hungry unless you tackle the dining car and the inevitable tip which it imposes.

Yet we must be merciful and not hurt the feelings of the railroads. They are a necessity and it is an unavoidable "blessing" to be robbed by them. Stand all the abuses that their tyranny suggests, but do not hurt their tender feelings.

"Necessity."

Was there ever a more nauseous appeal to the true spirit of independence? Fawn upon the hand that smites you, for it is a necessity. Let your pocket be filched, for it is a necessity. Help pay the bills for wholesale swindling, defilement and demoralization, for it is a necessity. Contribute to crime and to traitorous criminals, for it is a necessity. Help swell the corruption fund and contaminate the living springs of our national existence, for it is a necessity. Sink into contemptible, supine serfdom, for it is a necessity. Any idea that the railroads, equitably and fairly managed, cannot establish a universal rate of two cents, and still make much better than a "reasonable profit," vanishes before the truth. It is not the soulless and inanimate railroads that are at fault, but the soulless and super-animate corporations that run the railroads which must be regulated. When honest money honestly made is honestly converted into the treasuries of these institutions, then will be the time to determine the relative sums to be collected from the passenger and the freight traffics. At present, allowing for the stupendous misappropriations and the culpable diversions made from the proceeds of the freight business, two cents a mile for each passenger would mean more than the "reasonable profit" that is held inviolable by the constitution which our railroads revere in no other essential feature, so far as this controversy is concerned.

Is It You?

Some one's selfish, some one's lazy;
Is it you?
Some one's sense of right is hazy;
Is it you?
Some folks live a life of ease,
Doing largely as they please—
Drifting idly with the breeze;
Is it you?

Some one hopes success will find him;
Is it you?
Some one looks proudly behind him;
Is it you?
Some one's full of good advice,
Seems to think it rather nice
In a has-been's paradise—
Is it you?

Some one trusts to luck for winning,
Is it you?
Some one craves a new beginning;
Is it you?
Some one says: "I never had
Such a chance as Jones' lad."
Some one's likewise quite a cad—
Is it you?

Some one's terribly mistaken,
Is it you?
Some one sadly will awaken;
Is it you?
Some one's working on the plan
That a masterful "I can"
Doesn't help to make the man—
Is it you?

Some one yet may "make a killing,"
And it's you.
Some one needs but to be willing,
And it's you.
Some one better set his jaw,
Cease to be a man of straw,
Get some sand into his craw—
And it's you.

—*Baltimore American.*



The Magnitude of the Glass Industry in the United States

By G. P. BLACKISTON

TWENTY-FIVE years ago there were but 169 glass plants in the United States, representing a capital of a little over eighteen million dollars. Today there is over seventy million dollars invested in the 400 plants. This great increase in capital is indicative, in a great degree, to the vast improvements in factory construction and equipment. As a result the valuation of the products have increased almost 94 per cent or from twenty-one million to sixty-five million dollars. Though the number of wage-earners have only increased 85 per cent, their wages now approximate thirty million dollars annually or a total increase of 128 per cent over those of 1880.

While the origin of glass is shrouded within the folds of the impregnable past and interwoven with the mythical fables and legends, it stands today as a monument to the wonderful achievements of the ancient as well as modern artisan, the glass blower. Though many of the oldest authorities claim for it an antiquity out-dating the flood, others go so far as to assert that it was in existence during the days of Job. But that it was in vogue during the reign of the Chaldeans is well proven by the mounds of Warka in Mesopotamia wherein are "clay coffins covered with green glaze and embossed with the figures of warriors, etc., and within are ornaments of gold, silver, iron, copper and glass."

Granting that Tyre was the first authen-

tically known city to have made glass, we next trace it to Rome, Bohemia and Venice, thence to Germany, France, Great Britain and the United States.

In Egypt it was used in a crude form as a key to their arts, in Bohemia and Venice as extravagant luxuries, in Rome as a useful art, in France as a noble profession, in Great Britain as a commercial enterprise and in the United States as a stepping stone to the throne of commercial supremacy.

So rapid and marvelous has been its growth that today it is employed by all classes and nationalities for many purposes. It is through its manifold characteristics that the brightness of the outside world is transferred within the walls of our homes, the storm and chilly blast of winter kept without. It adorns and ornaments our table, our parlor, kitchen and bedroom, it softens the rays of the lamp, it restores the sight of the aged and aids that of the young, it holds the lightning rods and telegraph wires, extends the eyes of the astronomer into the realms of the unknown, enlarges the size of the invisible microbe to the eye of the scientists, it aids the mariner in discovering unseen dangers, protects the small flame of the ever faithful beacon against the strong and unmerciful winds, it covers the sidewalks, floors and ceilings, it reflects the form of beautiful women and serves as money to the savages, permits the hands of the clock to be seen and protected, it is made into a cloth that withstands sewing, cutting and bending, it permits the flowers to grow and revel amid the bright rays of the winter sun while the outside world is cold and frosty, it reflects, magnifies, diminishes and cuts; these and many others are the uses of glass.

Technically speaking, glass is a silicate or silicate mixture, which is fluid at a high temperature, a semi-fluid and a solid at lower temperatures. In its fluid and semi-fluid state it is ductile and capable of being cast, pressed, rolled, drawn, blown, welded and spun. Though opaque at a red or white heat in its molten condition, it becomes translucent and transparent when cool. The latter depends largely upon the purity of the materials from which it is composed.

The manufacture of glass was about the first important industry to be inaugurated in this country. It was commenced as early as 1608 by eight Poles and Germans sent over by the London Company. They located at a point about one mile from Jamestown, Va. One year later the first export shipment of manufactured articles ever made by the New World, was dispatched to England, consisting mostly of glass products.

Bottles constituted the output of the first factory, though a few beads were made for the Indians. But its career was short as it soon fell into decay—later was entirely destroyed by the great Indian massacre of 1622. Though many small factories were started up afterwards it was not until 1787 that the industry acquired a new impetus and started on its way as one of the nation's leading industries. Today Pittsburgh is the center of the glass industry.

Though the several grades of glass have all a common basis, consisting of a silicate and an alkali, they differ somewhat in respect to their other ingredients. Silica, in form of sand, constitutes about 50 to 75 per cent of the basic material of all glass. Its quality, however, varies with the grade of glass. The alkaline base is usually composed of soda or potash, while oxide of lead and lime comprises the alkaline earths. In the manufacture of stained or colored glass such metallic oxides as copper, gold and tin, cobalt, chrome, carbon, antimony, cadmium, and phosphate of lime are employed, each adding its particular shade and color.

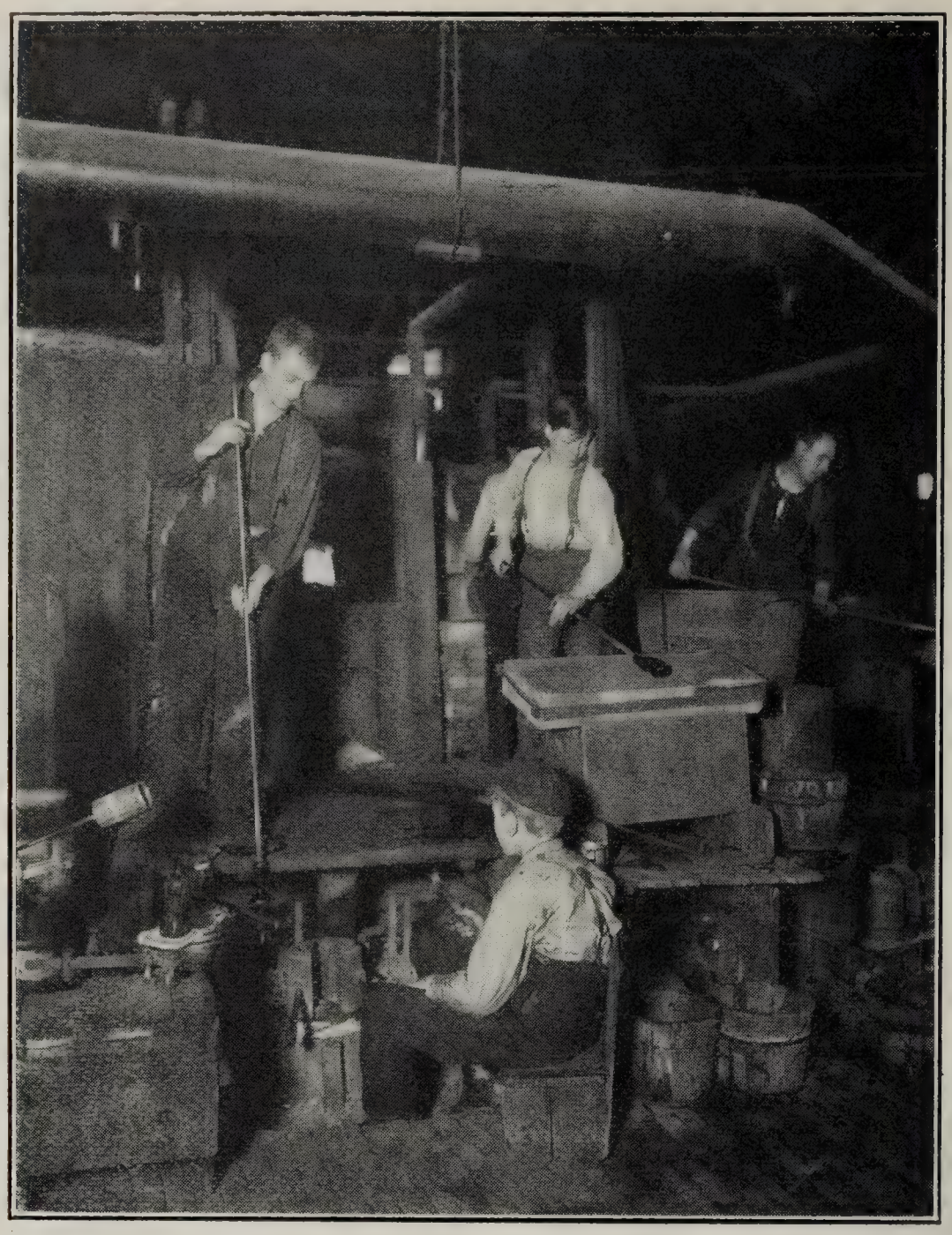
The sand used in manufacture of glass is found in almost inexhaustible deposits in Pennsylvania, West Virginia, Illinois, Missouri, New Jersey and Massachusetts. Due to the very large yearly consumption of this material, many of the glass manufacturers are today operating their own sand interest, thus economizing and guarding themselves against inferior quality.

Although a large amount of material, used in glass manufacture, is still imported, namely: nitrate of soda from South America, arsenic from England and British Columbia, manganese from Saxony and potash from Germany; the rapid advancement in the production of these materials in this country enables the United States to supply the soda ash (formerly supplied altogether by England), litharge, salt cake, limestone, lime and silica. Thus the industry is becoming more and more an American enterprise in its epitome, just as the iron and steel industry has.

In the actual manufacture of glass, the materials, from which the finished product



DECORATING ROOM.



MAKING BOTTLES, SHOWING THE MOLD PARTLY OPENED.

is to be made, are carefully weighed and thoroughly mixed. As stated before, the mixtures or batch varies according to the grade and quality of glass. It is then conveyed to the furnaces in two-wheel buggies or carts. Upon its arrival there it is charged into the pots or tanks, whichever the case happens to be.

It might be apropos to mention here that no branch of this wonderful industry has made such remarkable advancement during the last ten years, with regard to economy and rapidity in operation, as that of the furnaces themselves. This vast change has been brought about, to a great extent, by the substitution, in many instances, of tank furnaces for the old clay pot type.

Though both are modifications of the reverberatory furnace, the cost of operation differs materially. The tank, which constitutes about 49 per cent of the total number of active furnaces, has proven to be superior in economy, regularity and uniformity of working and durability. The first cost, however, of the tank is far more costly than that of the pot furnace. The tank, therefore, is seldom adapted for temporary purposes.

Although there are two general styles of pot furnaces, those wherein the open and the covered pots are employed, the fundamental principles are similar. In the former case, which is mostly employed in the manufacture of jars, bottles, plate, and window glass, the furnace itself is usually oblong, the length varying with the number of pots employed. The capacity is mostly from six to 12 pots, arranged in two rows. The top or crown of the furnace is situated at such a height as to permit an adequate and uniform distribution of heat between the pots. If the fuel is gas, the flames enter one end and traverse the entire length of the furnace, making their exit at the opposite end. In case of the direct fire, grates are located in the space between the two rows of pots, below the level of the floor proper.

By these methods the pots are continually enveloped in a solid flame whose heat is most intense.

Where the covered pot is used, which is invariably the case in the manufacture of flint glass, the furnaces are conical in shape. The crown lies very close to the top of the pot and covers the entire diameter of the furnace. The fire box or grate is situated below and in the center of the stack. The flames entering from the center dart around all sides of the pots, finally making their exit through flues in the breast walls into the large central chimney above. The pots are arranged in a single row around the entire outer circumference of the furnace. Openings are located in the outer wall, at regular distances. The necks or openings of the pots come flush with these holes thus permitting the charging and discharging of the same.

When old or broken pots are to be replaced by new ones, an opening is made in the wall of the furnace in front of the pot or pots in question. They are then removed by a two-wheeled buggy whose arms fit snugly around the belly of the pot.

The tank furnaces are also of two types—continuous and day. The former, as its name indicates, permits continuous charging and discharging—there being a supply of molten glass at all times. The furnace is charged at one end and the glass extracted at the other. The day tank resembles the pot furnace in as much as requiring a day or night to melt its contents when it is worked out and another charge made.



HAND CUTTING A GLASS BOWL.

Pots are entirely done away with in these furnaces, the charge or batch being melted directly upon the hearth by means of the flames sweeping across the same. These tanks are made of the same material as the pots. The continuous tanks are divided into two and three divisions, the batch being charged into the first. The flames entering one end of the furnace and making their escape at the other, melts the charge which flows into the next compartment, through a hole at the bottom of the wall. Here it is freed from its impurities. From this section it passes into the third or final section from which it is extracted.

In many plants this final division or compartment covers an immense space and contains many openings for the men to work from. In some cases they are crescent and round, the operators working from all sides. The window tank, as an example, is about five times as long as it is wide, while the bottle tank is much shorter and wider than the window tank. The former, as a rule, are about 70 to 80 feet long and 14 to 15 feet wide, the depth being in the neighborhood of five feet. The day tanks are of much smaller capacity, being practically nothing but one large pot in which the material is charged, melted and extracted, the operation being continually repeated.

There are three general methods of working glass into commercial form, casting, blowing, and pressing in molds. Thus the industry is divided into four general divisions, namely plate or flat glass, hollow, massive and pressed.

PLATE GLASS.

Although many attempts had been made previous to 1873, to manufacture successfully polished plate glass in this country, it was not until 1879 that it was placed upon a paying basis. The success of this branch of the industry is almost altogether due to Capt. J. B. Ford, who controlled and operated the plant at New Albany, Ind.

A slight idea of the great advancement of this branch can be realized when one glances at the immense sheets of glass that

confront us on all sides in the shopping districts. But little thought is ever given to the skill, ingenuity and labor that is interwoven among these transparent seas of sand, for the interest is invariably centered upon the beautiful displays that are being protected by its strong composition.

The raw materials consisting of sand, soda ash, limestone, salt cake, charcoal and arsenic are usually emptied from the cars into bins. When required they are carefully weighed and placed in batch wagons which in turn are conveyed down the casting hall to the furnaces.

Due to the peculiar method of handling the molten glass, open pot furnaces are altogether employed in this process. The furnaces are arranged in one or two long rows facing upon a common hall or passageway. The bottom of the furnaces are level with the floor, large lifting or sliding doors permitting the placing or extraction of the pots. It requires, on an average, 14 to 15 hours for the batch or mix to thoroughly melt—in a condition to be cast.

When of the proper fluidity, the pots are drawn out, one at a time, by means of a large crane whose arm is so constructed as to extend far into the interior of the furnace.

The pot being extracted, it is rapidly conveyed to the casting table, consisting of a large cast iron surface, perfectly smooth and level. The contents of the pot are then poured slowly upon one end of the table in front of a cast iron roller, whose width is greater than that of the table itself. It is so constructed as to roll from one end of the table to the other. A narrow strip of iron, of the thickness desired in the plate glass, extends down both sides of the table for its entire length. It is upon these that the roll operates. The fluid glass being cast upon the table in front of the constantly moving roll, the molten deposit is rapidly flattened into a perfectly flat sheet, of the thickness of the space between the table and the roll.

The rough sheet of glass becoming sufficiently solidified to permit moving, is next placed into the large annealing furnaces where it is gradually cooled. By this method a readjustment of the rapidly moving molecules are permitted to occur, thus obliterating the great danger of unequal strains and breakage. The glass is also made less brittle.

By the present methods this operation is carried on in long low arched ovens or structures 200 to 300 feet long and 12 to 15 feet high. The doors of these furnaces border upon either side of the casting table which operates upon tracks down the center of the aisle. The plate, therefore, is readily moved from the table into one of the many furnaces—when the table is ready for another cast.

The floor of these lehrs or annealing furnaces are composed of a specially prepared clay whose surface is perfectly flat and smooth. The furnace itself is divided into five sections, each being a little cooler than the first. As the plate slowly moves, by means of an endless chain, from one into the other, it is gradually cooled free of all strains and ununiformity. By this method it requires but three hours, whereas in the old kiln system it was the work of three to five days.

But the plate is not yet ready for the market. Its surface is still rough and void of transparency. This necessitates grinding and polishing. For this operation it is moved to a large cast iron rotary table to which it is securely fastened. By means of a series of smaller revolving discs fed with a stream of sharp sand and water, the plate is ground to a comparative smoothness. The lower plate or base being removable, it is readily picked up with the sheet of glass upon it and conveyed to the polishers—thus avoiding an extra turning over of the plate. By this method one side is finished when the opposite side passes through the same treatment.

In the finishing process the surface of the already ground plate is subjected to a thorough and hard rubbing by means of a series of felt covered polish discs fed with a rouge. These operations cause a reduction of one-eighth of an inch on each side of the plate.

WINDOW GLASS.

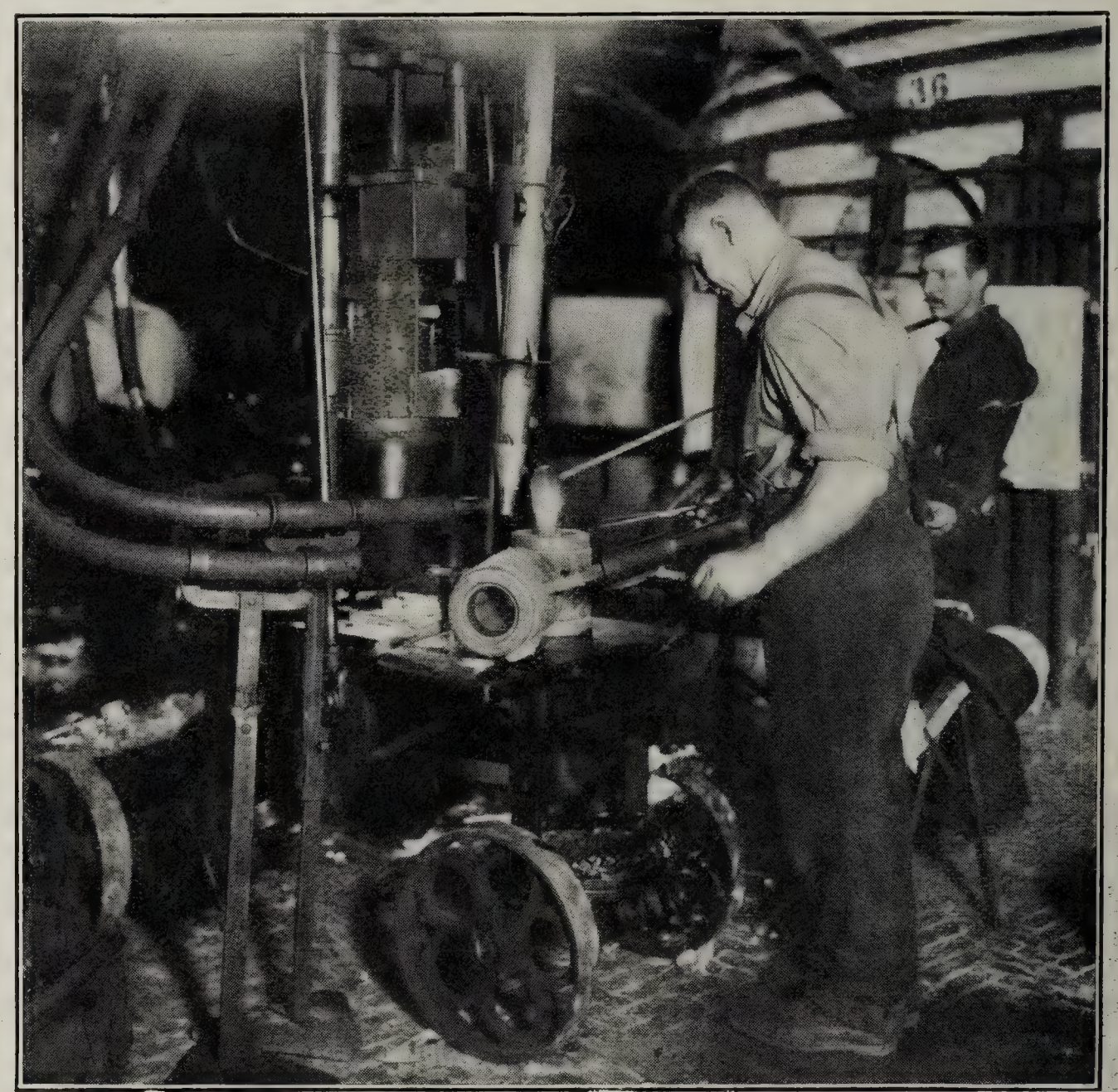
No branch of the glass industry has met with such reverses during the last few years as that of the window glass. The causes are various and numerous, the most important of which has been the introduction of the window glass blowing machine, the scarcity of men and the strong organization of its unions.

The manufacture of sheet or window glass differs materially from any of the other processes. The tank furnace, espe-



A FOREST OF GLASS CYLINDERS WAITING TO BE MADE INTO SHEETS—THE STOCK ROOM.

cially that of the continuous type, is almost altogether employed here. The hand blown method consists of gathering upon the end of a glow pipe, a lump of the semi-fluid glass. These pipes are mere iron tubes, five to six feet long. The pipe being placed in the furnace and with several rapid twists of the same, a large mass is collected upon the end. When a sufficient amount has thus been obtained, it is carried over to the shaping block, hollow and oval in design. Placing the ball of white



DROPPING THE SEMI-MOLTEN GLASS INTO THE MOLD PREVIOUS TO PRESSING IT INTO THE DESIRED SHAPE.

hot glass into the hollow of the block and placing the other end of the blow pipe to his lips, the blower begins to inflate and shape the mass. Quicker than it requires to relate, the sphere begins to expand close to and on both sides of the end of the tube. Upon the width or diameter of this shoulder depends the size of the future cylinder. As the bottom of the ball is a residue of hot glass, weighing from 20 to 80 pounds, it can readily be imagined the skill and strength required. Being thus shaped it is carried back to the furnace and the solid portion heated. It is then swung to and fro in the pits located in front of the furnace, a constant rotary movement being administered. This together with a well-regulated breath pressure lengthens the cylinders to their full capacity. Of course many reheatings are required for the full operation. The far end of the cylinder is then opened by holding it in the heat under an inflated condition. By skillful manipulation of the pipe the hole is widened to the desired size. The finished cylinder is next placed upon a wooden horse. By drawing a hot iron hook around the shoulder, followed by the moistened tip of a finger, the pipe is easily detached from the cylinder. After this they are cracked lengthwise in a similar manner.

Passing from here the cylinders are placed in the flattening kilns, the cracked side up. As the bottom of the furnace revolves, the cylinders are carried around to another opening where, by means of a

wooden maul, the sheet is flattened, but hardly has this occurred than a long pronged fork is inserted into the furnace and the sheet lifted off the revolving plate onto an endless chain traversing a long, low passage. This furnace resembles very closely that of the annealing lehrs of the plate glass. The object and results are similar—the glass softened and freed from all irregularities and uneven strains. The sheets are then dippen into acid and cleaned, afterwards inspected and cut into the desired sizes. But this method threatens to be a thing of the past in the near future so rapid have been the advancements of the window glass blowing machine—the instigator of the terrible war that rages between the blowers and one of the large glass companies. The machine does away altogether with the skilled blower. The glass is first drawn from the furnace in ladles and placed into a larger vessel. A disc shaped plunger, of the size of the desired cylinder, is then submerged into the molten glass. The plunger being gradually raised and a slight pressure of air being introduced into the center and top of it. By a series of up and down movements, the glass is drawn into long cylinders. These are then treated in a similar manner to that of the hand blown product.

Though the cylinders can be made much longer by the machine it is argued by many that its product is not as uniform as the hand blown. The difference in cost is very slight at the present writing. Its future, however, is good.



BLOWING LAMP CHIMNEYS BY MEANS OF THE MOLD.

PRESSED AND BLOWN GLASS.

Similar to many of the great inventions, the conception of shaping glass to the desired form and size by means of a metal press, was first realized by a New England carpenter in 1827. Previous to this all glassware was the work of the most skilled, as it had all to be blown. Today America stands in a class by herself for the beauty, workmanship and purity of this ware.

During the last eight or ten years this branch of the industry has almost been revolutionized by the introduction, on all

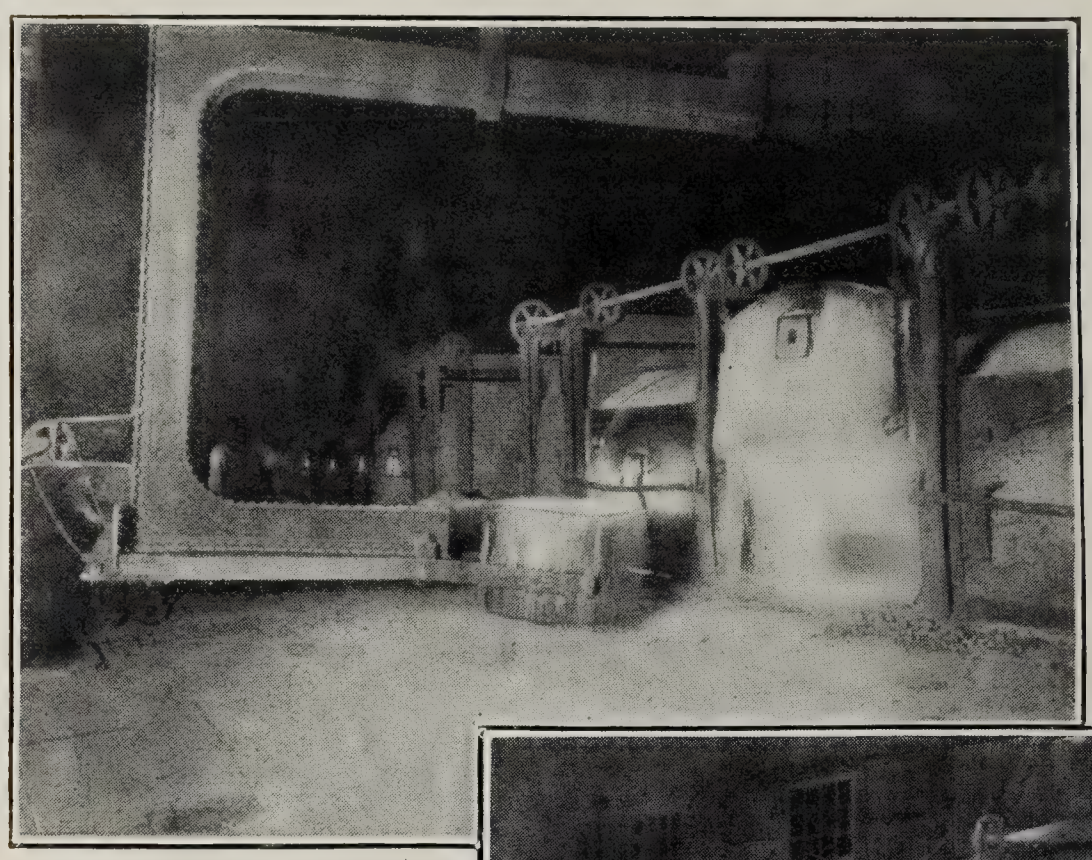
sides, of machinery and labor-saving appliances. This has been most noticeable in the manufacture of fruit jars and other wide mouth articles.

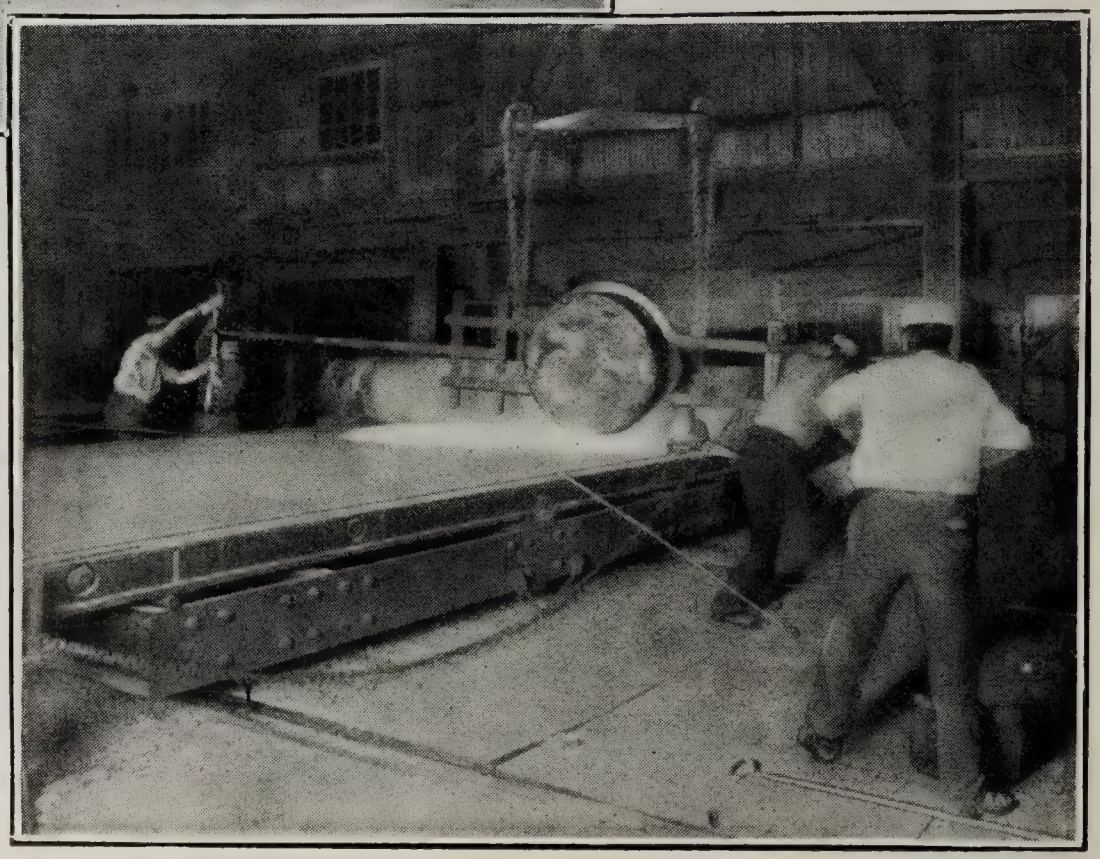
Unlike the other branches of the glass industry, several methods are employed for the manufacture of pressed and blown ware.

In the manufacture of bottles, jars, lamp chimneys and other similar articles, the glass is, as a rule, gathered upon a blow pipe, rolled upon the marver, swung in the air, blown, rerolled and placed upon a metal mold, the interior of which contains the pattern, shape and dimensions of the finished article. The glass being inserted and the mold closed, the blower, standing upon an elevation, places the other end of the tube to his lips and forces the semi-fluid glass against the mold. Solidifying from contact with the cold walls and the mold being thrown open, the well defined article is lifted out and separated from the blow pipe. It is then reheated in a small furnace (glory holes) and finished by hand, afterwards it is annealed, inspected and packed. Wide mouth bottles and jars are, however, now being almost altogether made by machinery, presses and plungers being substituted for the swing and blowing of the blower.

The American pressed and blown lead and lime glassware leads the world in purity of color, finish and economy. Although the hand press is still in common use great inroads are being made upon it by the cheaper and more rapid automatic machine. By the old method, the glass is gathered from the furnace and placed into the mold, which in turn is pushed centrally under the plunger. The press lever being pulled down, the plunger descends forcing the fluid glass outwardly into all the crevices. The top of the mold being closed, the glass is retarded in its upward flow, thus forming a perfectly finished edge. By the modern and faster method the ball of glass is gathered from the furnace upon the end of a blow pipe and deposited into the mold which is securely clamped. The pipe is then firmly gripped by an arm and a rubber hose attached to the blow end of the pipe. The mold resting upon a revolving table is carried around, air being automatically admitted into the tube which

DRAWING A POT OF MOLTEN GLASS FROM THE FURNACE TO BE CAST.





CASTING A POT OF MOLTEN GLASS UPON THE TABLE IN FRONT OF ROLL.

forces the glass into the form of the mold. As the table contains five or six such sets of molds the output is immense compared to the older and slower method.

By these great improvements the straight blown work is seldom seen in the up-to-date plants. It used to be that almost all of these wares were produced by the magical skill and touch of the blower, armed only with his hollow wand.

In the finer wares a brilliant surface is obtained by subjecting it to a heat sufficiently great to melt a thin layer of the surface.

But no matter what the article may be it is invariably thoroughly annealed before ready for shipment. As in the other two branches, the most popular type of furnace for this purpose is the lehr, built upon the same principle as the others, with the exception of not being quite so large. The heated articles are placed in one end and taken out the other, the movement being performed by an endless chain.

In the case of hand cut glass, the articles are taken in hand, after annealing, by the expert cutters. By means of fine revolving stones the desired marks and cuts are made.

Lamp shades and other colored or decorated ware are finished in the decorating room by hand.

And to his art the glassworker adds something of the alchemist's art. Mixing a little gold with the glass, he turns it into the richest of rubies, violets and an amber that is solidified sunshine. He adds a little iron, and draws from his glowing furnace glass furnished with all the colors of the rainbow. All in all, he is one of the wonder workers of the twentieth century.

Building Up a Banking Business

By WILLIAM A. LAW
Cashier Merchants' National Bank of Philadelphia

PROBABLY no more difficult task confronts the corporate manager today than to select and hold trained men for high-grade service. That the highest paid men are the cheapest is an axiom. The money invested in their wage is more productive dollar for dollar than that invested in the wage of the lowest paid. This principle is especially applicable to banking, where character and personality count for so much. Therefore every instrumentality tending to facilitate education in practical banking should elicit the sympathy and support of bank officers. The knotty problems that are daily presented for prompt solution, the complicated situations that require instant action amid the pressure of business, and the eternal interruption incidental to the conduct of a city bank, generally engross fully the energies of the officers and heads of departments, leaving them scant time and strength, even if they possess the ability, to elucidate for the benefit of the employe the underlying principles involved. The benefit you, as individuals, derive from this organization depends on how you utilize your opportunity. Your place in the chapter is what you make it, and it is likewise in the bank with which you are connected. The bank clerk of today is the bank officer of tomorrow. The winner in this age of specialization is the man who knows most about his business. In no other line is it more true than in banking that "knowledge is power."

In presenting a few thoughts as to how the business of a bank grows, or methods of obtaining new accounts, I shall probably tell you nothing either startling or original, but shall endeavor to present some old truths in possibly a new dress. The growth of a bank may be stimulated or retarded. The management of most banks purpose to stimulate growth and the methods employed toward that end are as multitudinous and of as infinite variety as are the human beings who employ them. They often depend upon and vary with the environment of the institution, its character, aims and policies; for every bank has a distinct character, changing from time to time as change the characters of individuals. It also has a reputation. You, of

course, recognize the difference between character and reputation. Character is what you actually are; reputation is what people generally think you are. In a bank these often shift and change with the personnel of management, their ethical and commercial standards and ideals, the trend of trade currents and the evolution of business methods.

CHARACTER OF A BANK.

The character of a bank often finds expression in its building and equipment. Some prefer dingy antiquity, dust and darkness; others classic beauty and dignity, combined with modern lighting, ventilating and labor-saving appliances; others seek plain comfort and economical simplicity; and others again strive to impress the public with their wealth by extravagant expenditures for ornamental and decorative purposes. The character of a bank is also expressed in the kind of accounts it seeks. You have heard banks characterized as "wholesale banks;" others as "bankers' banks;" others as "brokers' banks," and some are justly proud that on their ledgers appear the accounts of thousands of mercantile firms and commercial corporations. It is a noticeable fact that flagrantly undesirable customers in a bank inevitably cause the acquisition of other similar accounts. Like begets like, and such accounts seem to multiply mysteriously if a bank permits a few to get a foothold. Again, the character of a bank is often expressed in the manners, appearance and attitude of its employes toward its customers and the public. Some banks insist on courtesy, affability, an obliging spirit, a helpful disposition; others permit arrogance, indifference and a disinclination toward any act of helpfulness or toward any relief of a difficult situation or extrication from a dilemma. Others are offensively effusive in their approach of a stranger. A bank cannot exaggerate the value of courteous service and continuous service on the part of its employes. Frequent changes in the official and clerical force of a bank tend to irritate its old customers.

But over and above all these externals the actual character of the bank is determined by the administration of its internal affairs. In the order of their importance let us dwell a moment upon the following salient characteristics: 1—Is the bank sound? 2—Is it strong? 3—Is it profitable? 4—Is it growing?

IS THE BANK SOUND?

1. To be sound the bank's assets must in large measure be convertible either automatically or readily into cash. That is, the loans must be not only collectible but liquid. The first item upon the report of a national bank to the Comptroller of the Currency is "Loans and Discounts," and their nature really determines what the bank is. In fact, most of the machinery of the bank is designed and operated so as to collect funds for the purpose of loaning them, and so as to perform such other functions as are necessarily involved in their care, their proper distribution and their eventual liquidation. The bank should loan its funds to those who are investing them in commercial transactions rather than make itself investments. A definite and fixed amount is thus derived from the liquidation of loans when called or at maturity, whereas a bank can realize on a direct investment of its funds in securities only by the sale of such securities, and their value fluctuates with market conditions.

IS THE BANK STRONG?

2. A bank is strong when it maintains such proportions of cash, balances due from reserve agents and funds loaned on strict call as will not only serve to meet the legal requirements of national or state laws, but will enable the bank to comply with such requirements as the nature of its business and the local situation impose; that is to say, banks sometimes have such an environment and their business is of such a nature that it would be not only injudicious but almost criminal for them to carry a reserve limited to the proportions prescribed by law. The word "strong" in this connection is, therefore, a relative term, and what reserve over and above its legal reserve is necessary in order to maintain a strong position must be determined by the experience of those who are most familiar with the nature of the bank's transactions.

(To be continued.)



Ornamental and Structural Iron Work Accounting

A FACTORY SYSTEM CORRECT IN PRINCIPLE AND RELATING TO BOTH ORNAMENTAL AND STRUCTURAL PRODUCTION. THE ILLUSTRATIONS ACCOMPANYING ARTICLE INDICATE THE VARIETY AND ARTISTIC FINISH OF THE PRODUCT

By JOHN J. S. McFARLAND

BELOW I will try to describe a method of accounting by which the books of an "Ornamental and Structural Iron Work" concern may be kept; a method by which the profits may be computed every month or oftener if desired (or losses if there happens to be any).

The books used are, Order Book, Shop Order Book, Stock Book (or rather stock cards, as the cards are of decidedly more benefit than the old style books as they eliminate all the dead wood), Cost Book, Pay Roll Record and Distribution Book, Combination Purchase and Sales Book (a separate purchase and sales book may be used if it is found to be more advantageous than the combination book), Cash Book, Journal, and also Workmen's Record Sheets from which the Pay Roll Distribution is made up every week.



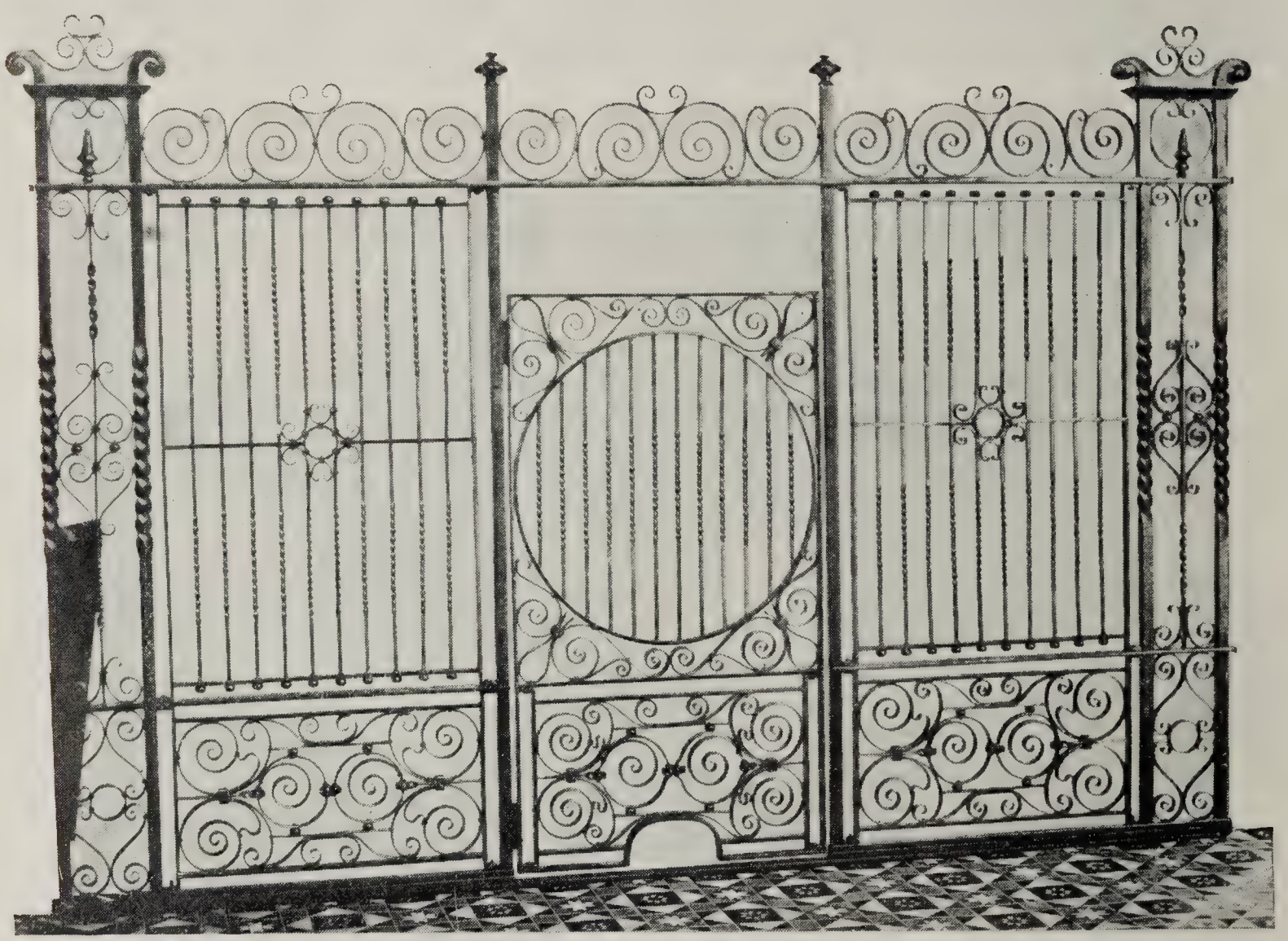
MR. JOHN J. S. M'FARLAND.

To begin in rotation, the Order Book is a book similar to the Journal. When an order is received it is placed in this book and given a number. These numbers start at 1, and at the beginning of each new year they start at 1A, etc. The Shop Order Book has duplicate sheets, one of which is perforated. The duplicate is made of stiff card paper. When an order comes in one of these sheets is made out and handed to the foreman, who in turn hands it to the workmen who will be employed on that particular job, explain-

ing anything that may prove difficult. The plans and specifications always accompany the shop order. If, as it happens quite frequently, several group of men are put to work on the same job at the same time, then the sheet is placed on a file in the shop, and the shop drawings and specifications of the particular parts are given to the groups of men working on same. Explanations as to the different parts are noted on the shop order sheet. The duplicate sheet is kept in the office and on the tab extension is placed the number of the job. When a job is completed the duplicate sheet is taken from the file and filed for future reference. At the end of each week by looking at this file you are enabled to know at a glance the outstanding orders in the shop.

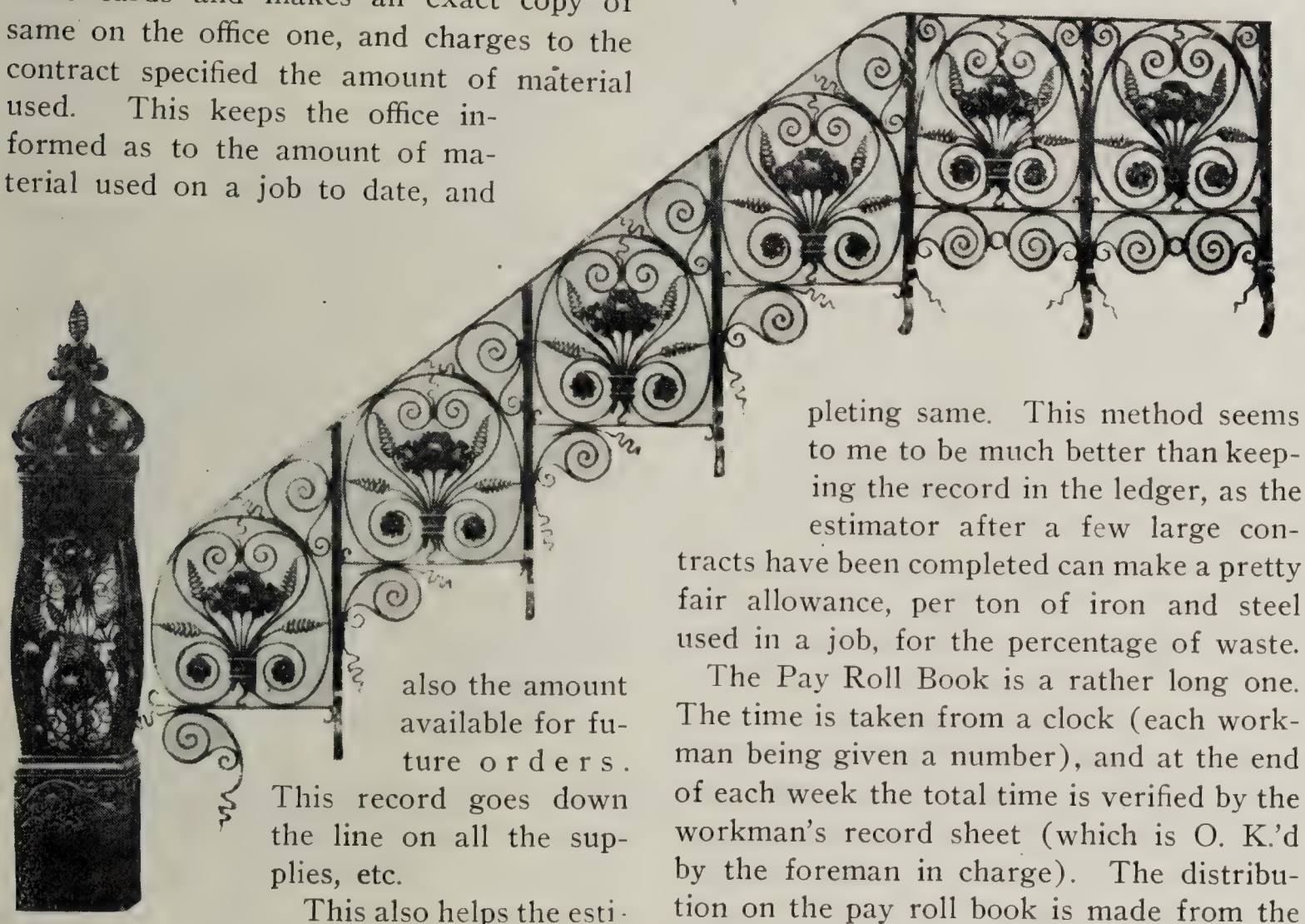
If the orders received are completed in a week or less, the workman's record slip should be printed on the back of the shop order slip, thus having on one sheet full particulars pertaining to labor expended and material used on that particular contract. In this event group the different set of men together, i. e., blacksmith and helper, finisher and helper, erector and helper, as the helpers have as much time on a job as the blacksmith, finisher and erector. This method would be of very little value on contracts which require a month or thereabouts to complete.

It might be well to state here that the order (purchase) book, by which the material is ordered, is made in triplicate. The original copy goes to the party or parties from whom we buy, the duplicate goes to the stock clerk without quantities, and the triplicate is retained in the office. These sheets are so made out that they show the number of the contract they are intended for, or if for stock to what particular section of the stock they are to be placed. It is sometimes advisable to buy stock in advance, when the price is at its lowest, as orders come in every day which generally uses up the stock within a short time. This enables you to get the work out without undue loss of time in ordering same when the order is received.



I much prefer the card system for the keeping of stock. It is O. K., in my estimation, for almost every kind of business. When the material is received it is checked by the stock clerk as to the number of pieces and weight and then entered on the stock keeper's card, together with the name of the concern from whom received. On the office card the cost per pound and the

amount of the invoice is included. When a workman needs any material for the job on which he is working, as for instance a beam, channel or in fact any kind of iron or supplies he goes to the stock clerk and finds out whether the material desired is in stock or not. If on hand the stock clerk takes it from the rack, has it weighed, puts the weight on the sheet, together with the contract number of the job for which it is being used and the number of pieces taken out. At the end of the day the office collects these cards and makes an exact copy of same on the office one, and charges to the contract specified the amount of material used. This keeps the office informed as to the amount of material used on a job to date, and



also the amount available for future orders. This record goes down the line on all the supplies, etc.

This also helps the estimator to arrive at a satisfactory basis in reference to the amount of waste, because when the material is completed and ready for shipment or delivery it is reweighed and the finished weight recorded in the cost book. Having the original weight and the weight of the finished material it is a very easy matter to arrive at the percentage of waste. One way in which to keep a record of material when sent out, whether it is tools, machinery or finished material is to use an automatic machine which copies in triplicate. One writing suffices to make the three (3) copies, one of which goes to the customer, one is signed by the customer and serves as the driver's receipt for the delivery of the material, and the other copy remains in the machine and serves as a guide for the office. No material, or in fact any article of machinery and tools can be taken out of the shop unless it is recorded in this machine and the receipt for same comes to the office.

The cost book is the principal book of the set, inasmuch if the concern does not know what it costs to do a certain job it cannot enter into competition with neighboring concerns and be sure of success. The cost book as outlined contains a record of all the material contained in the job, the total amount of shop and outside labor, together with the amount of material lost in completing same. This method seems to me to be much better than keeping the record in the ledger, as the estimator after a few large contracts have been completed can make a pretty fair allowance, per ton of iron and steel used in a job, for the percentage of waste.

The Pay Roll Book is a rather long one. The time is taken from a clock (each workman being given a number), and at the end of each week the total time is verified by the workman's record sheet (which is O. K.'d by the foreman in charge). The distribution on the pay roll book is made from the Workmen's Record and this book must balance with the amounts charged against the different contracts. This serves as a check on the payroll. This distribution record can accommodate quite a few contracts by having the contract numbers written in black and red ink. That is have one line in black ink 1, 3, 5, etc., and under this have 2, 4, 6, etc., in red ink. This method saves considerable space and time.

The Workman's Record Sheet. This sheet is so made out that a workman's record can be traced from the moment he commences work until the time he quits There is a space on top which gives the workman's name, address, occupation and the rate per hour he receives. There is also a space for expenses, as it is advisable to charge to the contract the minor expense, when they are on some particular

T Beams
Channels

Size _____ Length _____ Cost _____ Date _____
From Whom Purchased _____
_____ Location

IN					OUT					ON HAND
Date	From Whom	No. Pcs.	Wt.	Amount	Date	Cost No.	No. Pcs.	Wt.	Cost	Amount

STORES LEDGER.

PURCHASE AND SALES RECAPITULATION

Date	Name	L F.	Amount Dr.	Amount Cr.	Cost No.	A to I Dr.	A to I Cr.	J. to Q Dr.	J. to Q Cr.	R. to Z Dr.	R. to Z Cr.	Plain Dr.	Plain Cr.	Ornamental Dr.	Ornamental Cr.	Structural Dr.	Structural Cr.	Office Dr.	Office Cr.	Shop Dr.	Shop Cr.	Mch'y Tools Dr.	Mch'y Tools Cr.	Supplies Dr.	Supplies Cr.	Gen'l Dr.	Gen'l Cr.	Stock Dr.	Stock Cr.	Miss. Dr.	Miss. Cr.

TIME AND MATERIAL REPORT

Order No. _____ Date _____
For _____
Location _____
Am't of Cont. _____

Date	Material	Weight	From Whom	Amount	Labor Shop Hrs.	Labor Shop Am't	Labor Outside Hrs.	Labor Outside Am't	Total

Pay Roll for
week ending _____ 190

No.	Name	Occupation	Sun.	Mon.	Tue.	Wed.	Thu.	Fri.	Sat.	Total	Rate	Amount	Deduction	Bal	1 / 2 No Hrs	Amount	3 / 4 No. Hrs	Amount	5 / 6 No Hrs	Amount	7 / 8 No Hrs	Amount	9 / 10 No Hrs	Amount	11 / 12 No Hrs	Amount	13 / 14 No. Hrs	Amount	15 / 16 No. Hrs	Amount

job, instead of charging same to shop expense, for I found that in some contracts of long duration these items amount to a considerable sum.

There is a column entitled "Description." This column explains what the workman was doing during the time he worked, i. e., making scrolls, fitting pieces together, etc. In the "Contract No." column the number of the contract is recorded. Alongside of the Workman's Record you will find a sort of distribution stamp. When the workman's record is made out and O. K.'d by



the foreman as to the total number of hours worked, it is stamped with this stamp in red ink, so as to readily catch the eye, the contract numbers are placed in the top row, in the second row is placed the number of hours worked on the different contracts and in the bottom row is placed the amount of money earned on the different contracts. If a workman works on more than twelve contracts per week, which is very seldom, why another stamp impression can be made alongside of the first one. The total number of hours worked and the amount of money earned is then posted from the workman's record sheet to the particular contract in the cost book. The total number of hours worked and the amount of money

BLANK IRON WORKS
NEW YORK, N.Y.
Structural and Ornamental Iron Work
Week ending _____ 190
Capacity _____ Name _____
Rate _____ Address _____ Workman

	From	To	Total	Description	Cont No	Expense Cont No	Expense Amount
Sat.							
Mon.							
Tues.							
Wed.							
Thur.							
Fri.							

I hereby certify the above is O.K. _____ Foreman

DUPLICATE PURCHASE ORDER.

earned on the different contracts are then compared with the payroll distribution which must agree. This prevents the stuffing of the payroll.

The Combination Purchase and Sales Recapitulation Book. By referring to the

Book No. _____ Page No. _____

BLANK IRON WORKS
NEW YORK, N.Y.

Order No. _____ Job _____ Date _____
Sent to Shop _____ Promised _____ Delivered _____

SHOP ORDER.

sketch submitted you will note that the ledgers are sectionalized. I have divided the merchandise account into Plain, Ornamental and Structural, also Stock. There are certain kinds of material that are used exclusively on Plain, Ornamental and Structural work; but in some cases as for

BLANK IRON WORKS
NEW YORK, N.Y.

Order No. _____ Date _____

Please deliver to

and charge to
For contract
No. _____ per _____

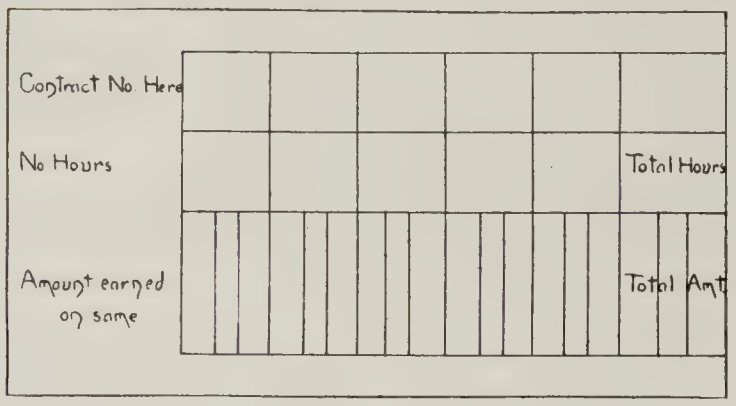
WEEKLY REPORT.

instance on an ornamental job some material that has been ordered for plain work is used, then we credit plain and debit ornamental through the Journal. This will keep the record straight. In reference to the Stock column, this column is used for material that we cannot make ourselves, such

CASH RECAPITULATION

Receipts										Disbursements																							
Date	Name	L. F.	Am't	Dis.	A to I		J to Q		R to Z		Date	Name	L. F.	Am't	Dis.	A to I		J to Q		R to Z		Office Expense	Shop Expense	Mchy & Tools	Horse Expense	Petty Cash	General Expense	Pay Roll				Miss.
					Am't	Dis.	Am't	Dis.	Am't	Dis.						Am't	Dis.	Am't	Dis.	Am't	Dis.							Plain	Ornamental	Structural		

as solid columns, etc. This column will show the amount of profit made on material bought ready for delivery to the job. As this material is only purchased as required there is no stock on hand. The supplies,



DISTRIBUTION STAMP.

office expense and other columns are self-explanatory and need no comment.

In reference to the contract number column, this column proves very handy because when the merchandise is bought for a particular job the material can be charged direct to that job, thereby saving entering the material on the stock-keeper's card, also office card, and then charging it against the contract.

Cash Book. This book is sectionalized, as well as the Combination Purchase and Sales Recapitulation Book. As every sale, no matter how small, must be entered in the sales book there is no need for a cash sales column.

The different ledgers are proved in the nominal ledger, by taking the amount of purchases during the month, less cash paid, discount, allowances (if any), which will leave the balance due to other parties in that particular ledger. The other ledgers are proved in a similar way.

The Journal is only used for adjusting entries.

By keeping the books in the above manner it is very easy to arrive at the profit and loss each month on the different kinds of work done.



A Phase of Hotel Accounting Discussed and a System Outlined

A PLAN TO FACILITATE AN EFFICIENT CHECK ON THE NUMEROUS SMALL CHARGES MADE AGAINST HOTEL GUESTS IN CAFE, BAR OR ROOM, AT THE SAME TIME LIMITING EACH PATRON'S CREDIT

By WALTER C. WRIGHT
Member International Accountants' Society, Inc.

IT IS not within the scope of the present undertaking to attempt a discussion of the general subject of Hotel Accounting, but with as brief an introduction as the occasion permits to take up one phase only of the subject and elaborate a system which has recently developed itself in the writer's mind.

Not by any means one of the smallest problems which confronts the managers of hotels is that of how to secure themselves against inadvertent loss on the one hand, and fraud on the other in connection with the charging up to their guests of the various items which constitute their bills. Especially may this be the case with hotels conducted upon the European plan.

A number of methods are in vogue. Perhaps the most common one is for the guest to be required to indorse each waiter's slip with his signature before leaving the dining-room. This plan requires at least one entry per day to be made against the customer's account, if the books are to be kept up-to-date and a bill to be forthcoming at a moment's notice. Those hotels which have a uniform price for each meal obviate some of this difficulty, but this is not at all a general custom, and even in this case the question of meals not taken, and of "extras" has to be reckoned with, and provided for in the system.

USES OF THE CARD.

The pivotal point around which the following plan revolves is a card, as illustrated below, and which is handed to the guest at the time of registering his name upon entering the hotel.

It serves as:

1. His credential for entering the dining-room (where the custom of the hotel so requires).
2. The continuous record of all charges for meals and extras booked against him during the life of the card.
3. As a day book record and ledger account with the guest, kept up at the minimum cost of clerical labor.
4. As the basis of a counter-check between the book-keeper and cashiers.
5. As a condensed and analyzed record for writing up cash book by book-keeper.
6. After being filed away alphabetically as a perpetual reference memorandum with regard to each individual guest.

For the purpose of a fuller elucidation of the plan, and to illustrate more particularly its special advantages, let us take a card and follow its history from the moment of its issue to the time of its becoming obsolete.

A guest having recorded his name in the register, the clerk takes up one of the cards and enters the particulars which the spaces in the center call for, giving it the same "consecutive number" as the one which identifies the line upon which his name is written in the guest book. (The numbering of the card may facilitate reference to this entry at some future time; it is also an essential feature of the system.)

If the hotel is conducted upon both the European and American plans, the clerk may, upon ascertaining from the guest which way he desires to be accommodated, punch either the "E" or the "A" as shown in the corners of the card. This, however, is a matter of detail. It might be thought best to have a separate card for guests, booking upon the American plan.

Presuming for the time being that the hotel is exclusively "European," the guest will produce his card upon leaving the dining-room, together with the waiter's slip, representing the charge against him. The slip will be numbered with the number of the card.

The cafe cashier will punch the card with the amount charged on the slip, retaining the latter.

These waiter's slips will be sorted into numerical order by the cashier (cafe) as the day proceeds, and afterwards sorted in with all that are not obsolete—same becoming obsolete when bills representing them have been paid.

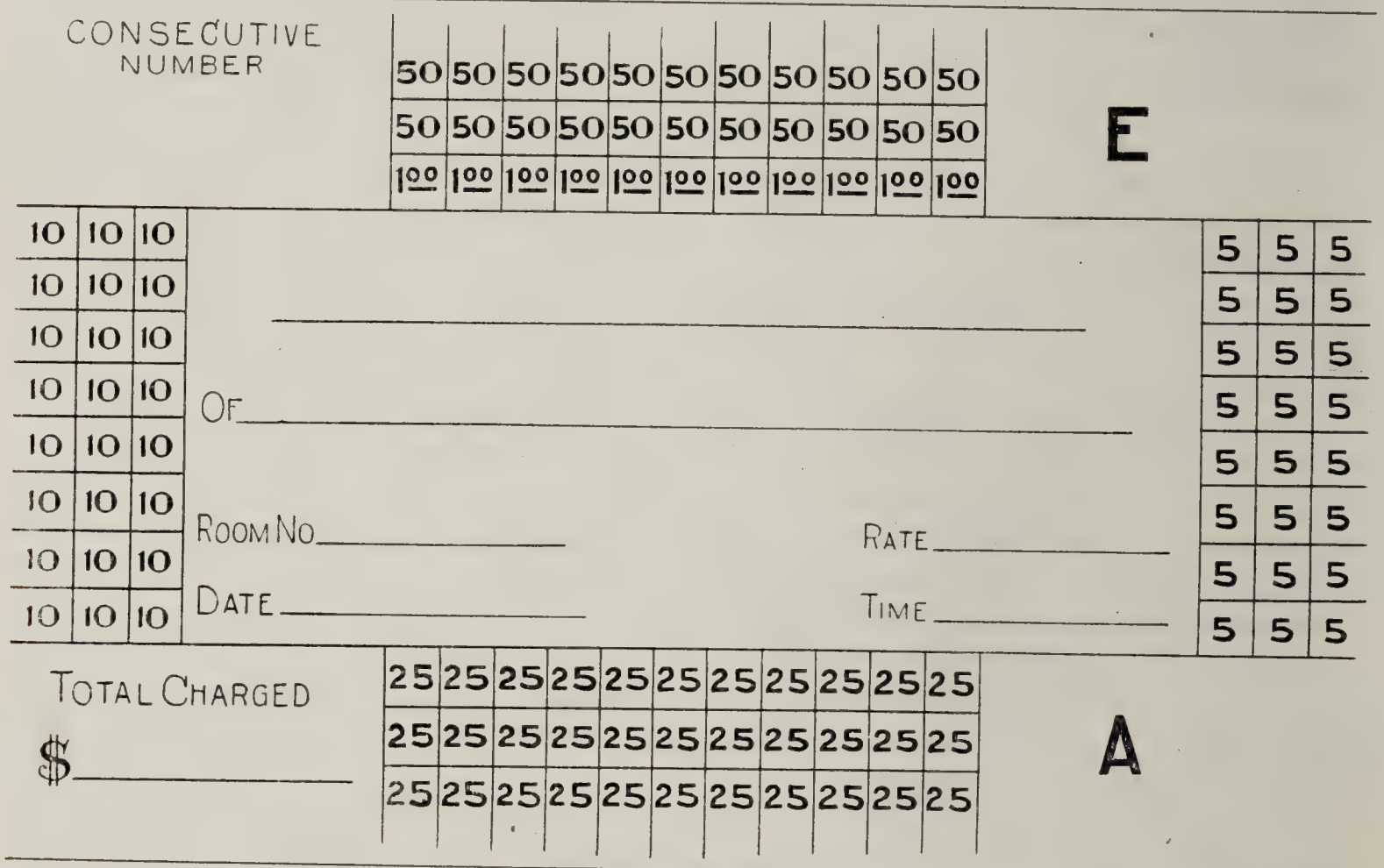
If the news stand or any other department in the building is under the direct control of the hotel, or has an arrangement with them to that effect, those in charge of same may be furnished with punches of a distinctive character, and charge purchases against the guests. These items will be recorded in their cash register, and tickets bearing the numbers of the guest's cards will be made out, and turned in to the book-keeper to be checked against the same as described below. When the guest wishes to make a settlement he produces his card. The cashier makes a memorandum on the face of it of the amount charged for room, foots up the total of items punched and records the gross figure in the space provided at the left hand bottom corner of the card. He then (or at the close of the day) hands the card to the book-keeper. The book-keeper makes an independent calculation by departments of the items punched for his analyzed recapitulation on the reverse side, as shown in Diagram 2. His total must agree with total charged on the face. From this recapitulation he enters up his cash book, which is provided with columns to correspond. Before the cards are filed away the meal, news stand or other tickets represented by the same (which have been sorted in numerical order) are produced and footed up (which could be done mentally by a good man), the total of same requiring to agree with the items charged under their respective heads. If the hotel should possess an Arithmometer, it would be well to make proof lists with this and file same away, indorsing with the number of the card.

This being done, the slips are "obsolete." They should, however, not be destroyed, as the auditor may require to test them for any particular period or day in making an examination of the concern.

It will thus be seen that a check is provided upon the cafe cashier, to secure against carelessness in punching the cards, and upon the hotel cashier by the independent recapitulation of the book-keeper.

It may here be remarked that the waiter's slips should be written in indelible pencil.

The conspicuous advantages of this system have revealed themselves as the article has proceeded. There remains a few additional remarks to be made.



FRONT OF CARD.

LOSS OR NON-PRESENTATION OF CARD.

There is always the liability of a guest failing to have his card with him in the dining-room. In such a case he may sign the waiter's slip and hand it to the cafe cashier. Such slips she will put on a spindle by themselves. If the guest wishes subsequently to have the charge punched on his card, the cashier can produce the slip and erase the customer's signature on the same. Otherwise it will be charged to him when he settles with the hotel cashier. To insure this the cafe cashier will send memoranda to the office as often as occasion requires (on a card of convenient size) of the "numbers" of those cards which she has slips for that will require to be charged.

Before receiving a settlement from any guest, the cashier will always glance at his memorandum to ascertain whether there are any slips in the hands of the cafe cashier.

It will be observed that this method of charging limits the credit of the guests (apart from room charges) to an amount equal to the capacity of the card. This is liable occasionally to be a consideration of no small amount. The proprietor may frequently find himself in a difficult or embarrassing position when he notices that the charges running up against a certain customer are in excess of what he believes to be a reasonable limit in that particular case. At the same time to approach the guest on the matter is an alternative that he would be pleased to avoid. Under this system, however, the difficulty is met more than half way.

The customer is the one to make the approach.

The card having become exhausted requires to be replaced. A judicious and diplomatic cashier may make good use of this circumstance; if he wishes to gain time for consultation with the proprietor, he may request the guest to call for the renewal the next time he is at the counter.

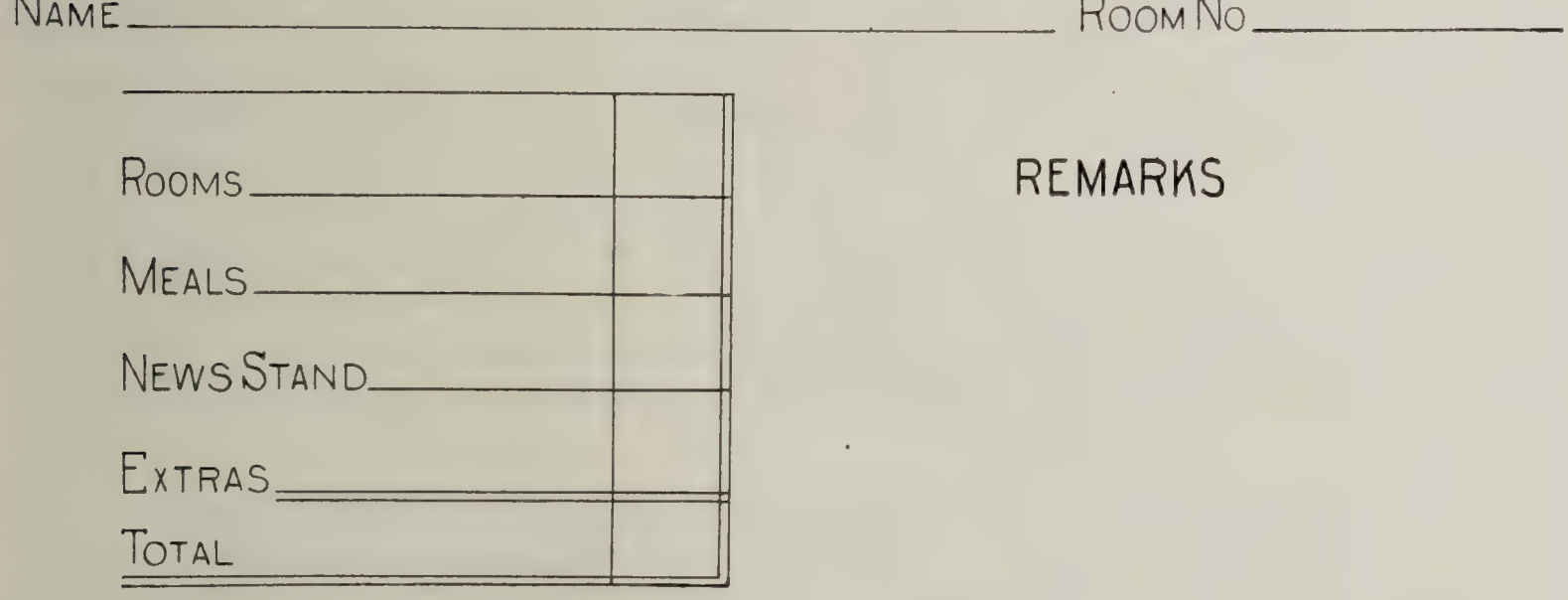
It will be noticed that spaces are provided on the reverse side of the card both for the number of the room and for remarks, as well as for a repetition of the customer's name. It is suggested that so soon as the book-keeper has finished with them the cards be filed away alphabetically in a card index file, which should be kept at the elbow of the counter clerk. Immediately a guest registers, or, if possible, as he approaches, the clerk will turn to this file and inform himself, not only as to the room which he has previously occupied, but as to any personal tastes and prejudices which the guest may have displayed and which have been noted down on a previous occasion.

In this way there will be gradually collected together and systematically tabulated an amount of information which will be of great practical value.

Ultimately it might be found desirable to transfer these personal particulars to a separate series of cards, designed for the purpose.

So far as the ruling of the card is concerned this may, of course, be changed and modified to meet a variety of prevailing conditions and circumstances.

When the meals are a uniform price, blank spaces may be left at the top and bottom, each space representing one meal. The ten and five cent spaces would be written up with values for booking any "extras" the guest might require to have charged.



THE GEO. W. WILSON AGENCY

FOR ILLINOIS

STANDARD ADDING MACHINES

STATE REGISTER BUILDING

Springfield, Ill., April 13th, 1906

The Book-Keeper Publishing Co., Ltd.,
Detroit, Mich.

Dear Sirs:—I enclose money order for $1.00, for which you will please renew my subscription for "The Business Man's Magazine."

I have been a reader of your magazine for a number of years and take pleasure in saying that it has helped me very much to obtain my present standing with my Company. My Company has just closed a contest with its representatives for the largest percentage of sales made during January and February, and I had the honor of winning first prize in my class. I attribute my success in winning this prize to the many business lessons that I have learned through reading your magazine.

Yours very truly,

Geo. W. Wilson

Purchasing Agents' Order System

By J. H. McQUISTON
Asst. Purchasing Agent, Union Switch & Signal Co.

TOO much valuable time is often lost by high-salaried purchasing agents and their assistants, looking up orders and their history when called for and which is wanted instantly, when asked for data on the same, all for lack of records systematically kept and so simple that the boy of a purchasing department can give out the information in the absence of his superiors instantly and quicker and better results can be obtained by the use of same. The following system was installed by the writer in one of the largest concerns of its kind in the world, and is intended to handle the greatest volume of business in business hours by the least amount of help.

REQUISITION SHEET.

The first step is the requisition sheet from the store-keeper of say 15 to 25 different articles on each requisition, Fig. 1. These go direct to the purchasing agent or assistant who marks opposite each article name of firm to be bought from or if subject to quotations, stamps quotation opposite, marking names of parties to be asked and then is turned over to stenographer who takes a Bates numbering stamp and sets opposite each item or group of items purchasing agent's order number. Any of those stamped "quotation" is numbered likewise but when next writing each on Form 2 leaves the heading of party to be assigned to blank, and on regular quotation blanks asks for price and delivery date from various parties noted, pinning copy of this, showing names of parties asked, to order and dropping same into every day file, under name of article kept on desk. The original of Form 2 or order, is signed by purchasing agent and mailed to consignor. Duplicate copies and requisition sheets are turned over to the boy, who numbers each one on upper right-hand corner, the same number as on sheet, with a Bates numbering stamp. He files the requisitions in a style "N" binder, made by the Chicago Shipping & Receipt Book Co., in numerical requisition order number, after punching the same to suit the posts. He next takes the duplicate order sheets and punches them, clips off the lower right-hand corner as shown in Fig. 3, and here I submit an explanation on keeping orders filed:

FILING PURCHASE ORDERS.

Get two style "N" binders with six inch posts; where business is large use two for current or unshipped orders and one for transfer or dead orders when shipped, getting a leather tab index, set of leaves reinforced, back and front for unshipped books and linen tabs for dead ones or shipped books. Where business is heavy run first live book from "A" to "Mc" and second live book from "N" to "Z." All transfer books "A" to "Z," putting a big No. 1 on each of the current or unshipped books on the outside and running the dead ones from 2 up, in regular numerical order. Boy next takes white sheets of good, tough paper, and slips as many under each letter as you need or firms you buy from to separate each. Where the orders are only transient put two or three firms between the same leaves, each one of these white sheets are numbered with the Bates stamp, from 1 up in the lower right-hand corner and you will readily see why he clipped the lower right-hand corner off the duplicate order sheet or Fig. 3, so as to expose the file number at all times. He next makes a list in alphabetical order, under each letter, in the current books only, as the same file numbers apply to the transfer or dead books, inserting the number given to the firms on the white divider in front of the name. In this way, a firm once indexed does not have to be indexed for 50 years, if you deal with him that long. The boy next looks at the numbers in the index and marks on quickly in lead pencil the index number on the duplicate order, thus saving him time in looking up the second time when he pulls them out to be transferred to the dead books, and until he memorizes the various numbers

2 4 6 8 10 12 14 16 18 20 22 24 26 28 30

PURCHASING DEPARTMENT ORDER
Duplicate

134

134
24
30404

Keystone Coal & Coke Co.
Pittsburgh Pa.

1 Car Coal

(1)
(2)
(3)

Queries	Promise
1/5	1/12/6
1/9	
1/11	

SHIPMENTS

	No. 1			No. 2			No. 3		
	Date	Quantity	Amount	Date	Quantity	Amount	Date	Quantity	Amount
	1/12/6	50 000#	36 25						

FIGURE 2.

which always remain the same. He then files them in their regular places in numerical order. These remain in unshipped books until bill is received and checked against the order on face, and when completed are pulled out and put into transfer

Storekeeper's Req No. 24
Purchasing Agent Jan. 1 1906

				Order No.	Date Wanted
Please furnish for Immediate use the following:					
	1	Car Coal	Keystone Coal and Coke Co.	134	at once
	12	Hammer Handles	Bradley Hdwe. Co.	135	10 days
	24	Clay Picks	Lapan and Gaepp	136	2 wks.
(Quotations) Jones - Smith - Brown	1	Car Sand		137	soon
	1	M Form S-25	Colonial Printing	138	5 days
	5	Gross Mercantile Pencils	B. and F. Co.	139	at once
	12	8ft Sledges	Baird Mfg. Co.	140	stock

Approved — General Manager
Approved — Superintendent
Respectfully, — Storekeeper

FIGURE 1.

binders in same order, thus the purchasing agent knows at a glance just what is shipped and what is not, together with being able to turn up the orders of every firm he deals with altogether under one file number at any time. Each binder holds 1,500 orders and when run out eight or ten books; binders can be removed from oldest dead one and laces substituted to go into vaults and same used again if desired. On office copy of Fig. 3 when date is received, place same in column allotted for that purpose and as queries are sent out insert dates sent in its column, using a metal marker at the top on figures shown on Fig. 3 for following up shipments, as every promised date on every order can be readily seen at a glance, and a very close tab can be kept on all shipments, as this is a very important feature. Now when bills are received check them in against the order in their respective column, at the foot of office copy, Fig. 3, as you will see there is space allowed for three different items to each order. Of course where they run more items to one firm on each requisition, use more purchasing agents' order numbers, as they do not cost anything but tend to make a record more clear where a number of shipments are made. Now say your store-keeper calls up and desires to know about any article on requisition. He gives you the article and requisition number. You turn to your requisition book and refer to the number. It gives you the name of consignor and order number. You next turn to your order book to that firm and readily get the order referred to and give him the whole history which is on the face

PURCHASING DEPARTMENT ORDER
Original

Note Conditions below before booking order.

Jan. 1 1906

Order No. 134
Req No. 24
C.H.O No. 30404
Above numbers must appear on all invoices, shipping notes and packages

Keystone Coal & Coke Co.
Pittsburgh Pa.

Please ship the following supplies to _____
1 Car Coal

FIGURE 3.

of same. Of course if your memory is good you do not need to refer to requisition book, but knowing you buy nails from John Smith and his file number is S-10, you merely turn up your S-10 N to Z order book and run through his orders till you strike the requisition number called for, getting the data in full.

Reasons Why Most Inventors are Unsuccessful Business Men

AS THE AUTHOR STATES, IT IS UNFORTUNATELY A MATTER OF COMMON KNOWLEDGE THAT THE MAJORITY OF INVENTORS DO NOT SEEM TO POSSESS WHAT IS KNOWN AS "BUSINESS CAPACITY" IN THE HANDLING OF THEIR INVENTIONS AND PLACING SAME BEFORE THE PUBLIC. SO THAT THEY USUALLY BECOME A PREY TO THOSE WHO TEMPT THEM TO BARTER THEIR BIRTH-RIGHTS FOR A MESS OF POTTAGE

By GEORGE SHERMAN

IT IS a familiar saying—almost an axiom—that a large percentage of our great inventors fail to participate in the wealth produced by the creations of their ingenuity. And of the great army of inventors who invade the patent office annually only an insignificant few derive a substantial income from their efforts. Stories are abroad—numbers of them—that tell of fabulous fortunes laid at the door of the humble mechanic for the mere discovery of the value of a kink in a wire hairpin or the merits of a zinc tip on a shoestring. Many of these stories are the creations of imaginative minds. We never meet the hairpin croesus driving his automobile on the boulevard nor do we pass the gilded palace of the millionaire author of the idea of combining an eraser with a lead pencil.

THE INVENTOR'S FAILING.

The inventor lacks business acumen. This is his inherent failing. It requires the initiative of the promoter or the speculative propensity of the shrewd man in the commercial world to prove the worth of an invention from a financial standpoint. Many ideas—some barely passable—have brought thousands to the promoters, while others—truly meritorious—are dead and forgotten in the deep recesses of the patent office.

It proves that the inventor is not a business man and that he must be a business man if he would find profit in his ingenuity.

An invention, whether highly meritorious or otherwise, must find its way into public favor, through the shrewdest kind of business management. This means that it must be judiciously financiered, its merits must be adequately demonstrated, and, above all, it must be well and properly advertised.

The ability to do these things is a faculty which the great majority of inventors do not possess. And, more than this, the man who fails to profit in his ingenuity, often finds the cause in his lack of discrimination and judgment.

If I were asked to advise the young inventor, I would say, first of all, "Do not waste your inventive talent, energy, time and money on experiments with unmarketable machines and devices." Those who have made this "invention business" the vocation of a life-time do not need the advice. It may be that a garret-full of derelict models and dust-covered drawings are reminders that this trueism should have been discovered years ago.

DEMAND—THE PARENT OF INVENTION.

Again, I would say, "Is there a demand for the improvement you have in mind, or, is it probable or reasonably certain that good business management will be able to market the product?" and, "Will the market price of the device be returned to the buyer in due time by reason of its economical value?" Finally, in relation to the commercial value of an invention, I would say, "Do not permit the ingenuity of a contrivance to subvert your good judgment of its market ability."

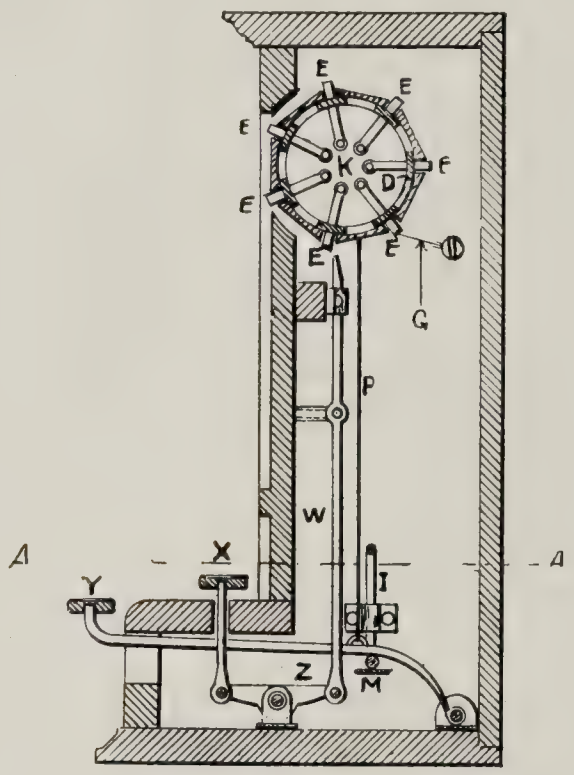
Millions have been invested in inventions that have never gone farther than the patent office and fortunes have been squandered on models and drawings that have never so much as reached the patent office. Think of it—several thousand patents have been issued on automatic car-coupling

devices alone! Among these are dozens of sensible, practical, life-and-limb-saving devices, and yet only about one-hundredth of one per cent of these have been put into actual practice by the railroad companies. Does it pay to waste time and money on experiments of this nature? Think it over. These are things that present an unprofitable field for experiment on account of "over-invention," and partly because prospective buyers are not in a receptive mood.

NOVELTIES SHOULD BE INEXPENSIVE.

An invention that possesses novelty only must depend upon cheapness for its selling force. The novelty of an expensive device with intricate mechanism will not recompense the cost of production. It must possess economical, labor-saving or commercial features in addition.

Some men have mortgaged their homes



and lost the savings from years of labor because they failed to comprehend the foregoing philosophy.

AN AUTOMATIC CALENDAR.

I have in mind a young mechanic who devised an ingenious automatic calendar a few years ago. The device, two views of which are illustrated, produced a calendar of any month in any year, past or future, by pressing the proper keys, which were arranged like unto those in a cash register. If the operator desired a calendar for say, the month of November, 1907, it was only necessary to press key "1907" and then key "November" and a complete calendar for that month would appear under a glass panel in the case. It was a novel device, to be sure. So fascinating, in fact, that the young inventor never considered it in the light of a commercial proposition. He designed and planned and spent months of valuable time in evolving a working sketch of the mechanism. Like most inexperienced and over-cautious inventors he failed to submit his idea to a competent mechanical engineer or a draughtsman, either one of whom would execute a perfect working drawing for from $20 to $30. The idea was too good, he thought, and he must guard it carefully, lest some avaricious manufacturer would steal the invention before it went to the patent office. He made rough sketches of the various parts of the machine and gave these to as many incompetent and unscrupulous model makers. By this method the seven sided cylinder containing seven spirals and 49 combination pins was made and remade five times in all before it became an operative device. While this in no wise completed the machine it already involved an expense of more than one thousand dollars. After two years of this kind of experimenting the machine and drawings were finally completed at a cost of more than twenty-eight hundred dollars. This meant two years of worry and a mortgage on his home. His heart failed him after this drain on his resources and he feared to invest in attorney's fees, government fees and other expenses connected with this business of securing a patent. Being in sore straits, he did what he should have done in the first place. He opened his heart and frankly submitted his idea to responsible business men and manufacturers. He carried his machine from one to the other, for more than a year, but was unable to find a man who looked upon the manufacture of such a device as a profitable investment. It would cost from $50 to $75 to put the calendar on the market and its economical value would not assure its sale at $100 or $125.

The machine was never patented and it is now in the garret of some rookery—the graveyard for thousands of inventions of a similar nature.

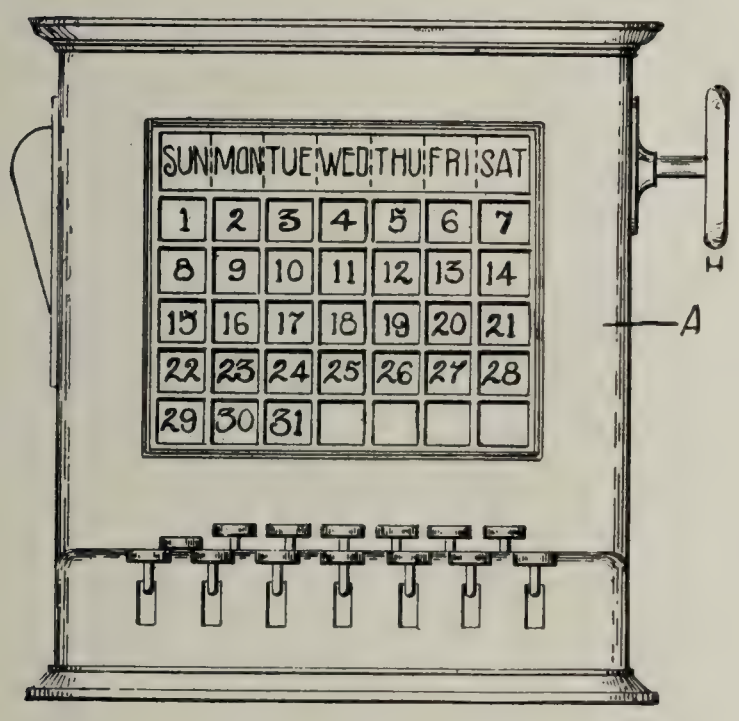
A NEW ORLEANS DREAMER.

Apropos of what has been said, it is opportune to mention that more than 200 discarded models were found in the garret of a New Orleans inventor, after his death a few years ago. This was the total inher-

itance of the heirs who anticipated a division of thousands of dollars in governmental bonds.

I wish to advise the uninitiated in this invention business. I want to give them the benefit of my own costly experiences.

Don't dabble in costly experiments with vague ideas. Consult men of integrity—successful business men—as to the commercial value of your idea. This much will cost you nothing and it may save you hundreds of dollars in cash, time and worry. If your idea is a good one submit its every detail to a competent and reliable mechanical engineer. He will advise you as to its mechanical practicability. This will cost



you little. No one will steal your idea and no one but the unscrupulous patent attorney will make you believe that this is possible. The fact that you have expressed your intention to prosecute your claim with reasonable diligence and and in due time, and because you are now engaged in the transaction of preliminaries, is as good as a patent, and is so recognized in any court of law. After your drawings are complete, have them witnessed and attested before a notary public.

THE MODEL MAKER.

Avoid the unscrupulous model maker. He is a parasite in the community. If your means are limited the working drawings will answer every purpose of a model in your business transactions. If a manufacturer is impressed with the drawings of your device he will be ready to assist you financially in the building of a model and the prosecution of your patent. But do not obligate yourself beyond reason, and, wherever possible, attend to this patent-business on your own initiative.

THE PATENT ATTORNEY.

Avoid the unscrupulous patent attorney, and, particularly the inexperienced patent monger who is neither an attorney nor a competent man to entrust with the making of your claims. Ignore the attorney who is willing to prosecute a patent on any and everything, whether it is meritorious or not. Remember also that "an applicant may prosecute his own case, but he is advised, unless familiar with such matters, to employ a competent attorney, as the value of patents depends largely upon the skillful preparation of the specification and claims."*

Send to the Commissioner of Patents, Washington, D. C., for a copy of the "Rules of Practice in the United States Patent Office," and acquaint yourself with its instructions before selecting your attorney.

Forty dollars is a reasonable and sufficient attorney's fee in all ordinary cases which require no more than the regular service routine.

This service should include a comprehensive search, the making and filing of claims and specifications and a diligent prosecution of the case, to the extent of making revisions to overcome the examiner's objections. I would advise the patentee to make a personal search of previous issues under the same classification, and cases where a series of patents pertaining to a certain device is not too extensive, it is well to send to the Commissioner of Patents for all drawings and specifications in that sub-class. When ordered singly, printed copies of drawings and specifications cost the applicant five cents apiece; when ordered by sub-classes, three cents each; and when ordered by classes, two cents each. In addition to the attorney's fee a complete application comprises the first government fee of $15 and a final fee of $20, to be paid on the issuing of the patent. Drawings are not included in the attorney's fee and these incur an additional cost of from $5 to $10 a sheet, according to the character of the work.

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*Rule 17, "Revised Rules of Practice in the United States Patent Office."

Accounting Methods in the Manufacture of Bank and Office Fixtures and High Grade Cabinet Work

WE HAVE FREQUENT CALLS FOR SYSTEMS OF RECORDS IN THE FURNITURE MANUFACTURING BUSINESS AND HERE PRESENT AN ARTICLE DESCRIPTIVE OF THE METHODS EMPLOYED IN AN ESTABLISHMENT PRODUCING SPECIAL FURNITURE AND FIXTURES

By RICHARD FUCHS

EVERY piece of work in this line of manufacture is made according to the architect's plan, or a special artistic design. For this reason the manufacturing of a certain thing by the dozens or hundreds, as in other lines of business, is out of question.

In order to give the reader a clear understanding how orders are handled and accounted for in our plant, I invite him to follow me by running an order through the factory.

The architect submits plans and specifications and ask for an estimate.

For our calculation on price the measurements of the architect are sufficient, but when we get the order, the exact measures will be taken right at the place the fixtures go to, as we cannot rely on the architect.

The first thing is that our estimator figures out the amount of wood needed and its cost, then the cost of machine and cabinet work and finishing. The total sum with the amount of marble, hardware, glass, flooring, ceiling, mosaic, etc., to be used, he hands to the office, where bids will be taken for work we do not manufacture, such as mosaic, hardware, etc. In the office is also figured up the cost for crating, freight, setting up at place and burden.

When all bids are in, the entire estimate will be submitted in one sum, say $7,000.

As soon as we receive the order and the contract is signed, it receives a job number in the office, and we send a man to the place to take exact measurements. With these on hand, our draftsman lays out a ground plan, scale 1½ inches to the foot, makes his elevation, and gives it to the superintendent.

His duty is to make out the necessary stock bills according to our own drawings, mark each piece of wood on the drawing with the same number it has on the stock bill, and state kind of lumber to be used.

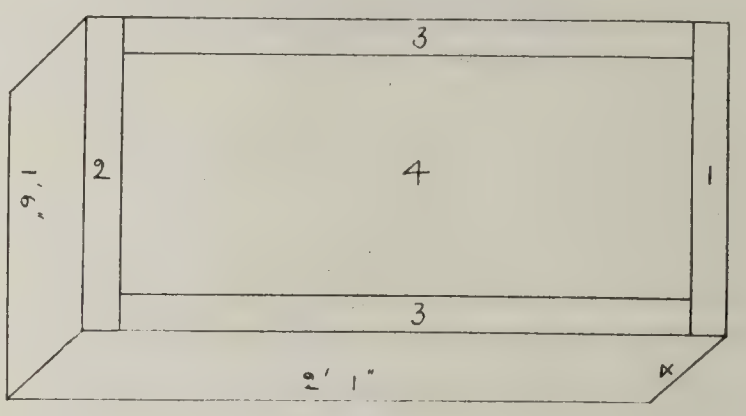


FIGURE 1.

See illustrations 1 and 2. The stock bills are given out at the office. The Roman III in the left upper corner indicates that this is the third stock bill on job 730. The numbers on the stock bills run from 1 to 50; on large jobs the second stock bill will run from 51 to 100, while the third one starts with No. 1 again.

The superintendent gives the stock bills and drawings back to the office, where the stock bill is figured up to the lumber it con-

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The author of this article is a native of Berlin, Germany, where he was connected with a very large and well known commercial house. In the United States his commercial experience covers such diverse businesses as wholesale shoes, wholesale liquors, and wholesale toys. At the present time he is chief accountant in the office of Mr. W. F. Schick, a manufacturer of bank and office fixtures and high grade cabinet work, devoting special attention to the cost department, in which he has made a distinct success, having proved the unprofitable nature of certain departments, which had been running for years at the expense of those departments from which a revenue was derived.

We think our readers will find this article both instructive and interesting and containing many suggestions of value.

JOB NO	SALESMAN	STARTED	COMPLETED	WHEN TO BE SHIPPED
Contract Price				
Commission				
Net Price				

I. FACTORY COST

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A. MATERIAL

1 LUMBER

2 VENEER

3 PLY

4 ORNAMENTS

5 HARDWARE

6 MARBLE

7 GLASS

8 VARNISH

9 GLUE

TOTAL COST OF MATERIAL

B DIRECT LABOR

Brought Over

1 MACHINE WORK

No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL

Departmental non-productive labor

2 CABINET WORK

No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL

Departmental non-productive labor

3 FINISHING WORK

No. of workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL

Departmental non-productive labor

4. OVERTIME

No. of workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL

5. SETTING UP AT PLACE

No. of workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL	No. of Workm	Hours	Rate	TOTAL

TOTAL COST OF DIRECT LABOR

Forwarded

Brought Over

C. BURDEN

Indirect Labor (Office)

Heating

Rent

Taxes

Power

Insurance

Depreciation

Upkeep

TOTAL BURDEN

II. SELLING COST

Salesman

Cartage

Freight

Express

Board for men

Estimating

Indirect Expenses

TOTAL SELLING COST

TOTAL COST TO MAKE AND SELL

CONTRACT PRICE

TOTAL COST

NET PROFIT

FIGURE 3.



MR. RICHARD FUCHS.

tains, one-quarter of the lumber is added for waste. Then the stock bill is handed to the stockcutter, while the drawing is held in the office.

The stockcutter cuts out the lumber from the lumber piles according to size and kind of wood, giving due allowance for machine and cabinet work; this means he has to cut the wood one-half to one inch larger than the sizes shown on the stock bill. He also marks each piece of wood with job number and the number it has on the stock bill—730—3, which means job No. 730, number 3 on the stock bill.

When all the wood on the stock bill is cut, the truck on which the stockcutter piled it goes with the stock bill to the ripsaw. From there it goes in the same way from machine to machine.

As soon as the lumber arrives at the shaper the drawing, kept so far in the office, is added to the stock bill, because the shaper, sticker and lathe hands have to know the kind and sizes of curves they have to make on moldings, faces and turnings.

By elevator the truck with lumber, stock bill and drawings on it goes now to the cabinet makers, where the forman gives it to a cabinet maker. This man is held to look over the lumber according to the stock bill, in order to see that he receives all the lumber the stock bill calls for, and if short to report at once to the foreman.

When built up the piece of work is sent to the finishing room, where it receives the finish according to the architect's specifications.

The drawings are returned to the office from the cabinetmaker, who used them, the stock bill from the finishers. Both are filed away in the office.

When the piece of work is thoroughly dry, the shipping department takes care of it; here it is crated, marked, billed for shipment and sent out.

Original bill of lading together with our bill for the job is mailed by the office to the customer. On arrival of the car, we send out a few of our best men to set up the job, and give them power to hire additional help at the place of work, in order to complete the job as quickly as possible. When this is done, the manufacturing department is through with this job, and the reader has followed the work from start to finish.

Shop Order

Job No. 730 Date 3/24/06

Article Bank fixtures Wood Q.S. White Oak Finish Antique

When to be shipped 5/15/06

No.	Number of Pieces	Long		Wide		Thick	Wood	Remarks	Total Feet
		Feet	Inches	Feet	Inches	Inches			
1	1	1	6		4	5/8	Q.S. W. Oak		1/2
2	1	1	6		4	5/8	White Wood		1/2
3	2	2	1		4	1/2	Plain Oak		1 1/2
4	1	1	6	2	2	3/8	White Wood		2
50									

FIGURE 2.

Now we will see how the accounting department takes care of the same job.

The first man who did some work on the order was the estimator. If we were to get every job he figures on, his time and cost would have to be simply added to each job. But as a matter of fact not every estimate brings an order, as we have in each case three or more competitors who figure on the same job and only one of us can get it.

For this reason the salary of the estimator is figured the same way as the office expenses—into burden.

We have seen before that the job receives a job number in the office as soon as the order for it arrives.

The cost keeper has a large, especially devised sheet (job ticket), Fig. 3, on which he enters the job and all necessary data, as, when to be delivered, by what railroad. contract price, etc.

At the same time the book-keeper makes out a regular loose leaf order blank, fills out the heading, for instance:

PEOPLE'S SAVINGS BANK,
DETROIT, MICH.

Also job number and other data in spaces provided for them and says then—

Bank fixtures .....$7,000.

This order blank he keeps in a file. When he receives the bill of lading he takes out the order blank, makes out a bill "Bank fixtures as per your plans and specifications," $7,000, mails it with bill of lading to the customer, gives the order blank a number and files it in the binder, from where it is charged to the People's Savings Bank.

When the superintendent hands the stock bill to the office, the cost keeper figures out



MR. WM. SCHICK,
Proprietor of Business Described.

the lumber, and, with one-quarter added for waste, he enters the cost on his job ticket, Fig. 3, under the heading "Lumber." The same he does with veneer, ply, and later on with marble, glass, hardware, etc., bought or contracted for from the bills for these goods, as soon as they are received by our office.

For finishing material, stain, filler, shellac, wax, varnish, etc., an appropriate amount is given him by the finishers' foreman. The same for glue by the gluer.

The cost keeper has now the cost of all material entered into the job on his job ticket, Fig. 3.

The next thing is the cost of labor.

The timekeeper of each floor hands to the

Pay Roll Distribution

Job No.	Machine hands														Cabinet makers														Finishers													
	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	Total	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	Total	3/1	3/2	3/3	3/4	3/5	3/6	3/7	3/8	3/9	3/10	3/11	3/12	3/13	Total	Total
730	1	2	4	8	5	15	15							50	40	43	51	60	75	50	20	60	60	60	56			575	3	7	10	20		20	30	20	15					125	750
Grand Total														635														2565															800	4000

FIGURE 4.

RECAPITULATION

of Sales for March 1906

O	Folio	Job No. ✓	Lumber ✓	Veneer ✓	Ply ✓	Orament ✓	Hardware ✓	Marble ✓	Glass ✓	Folio	Job No. ✓	Varnish ✓	Glue ✓	Machine Work ✓	Cabinet Work ✓	Finishing ✓	Office ✓	Heating ✓
O																		

FIGURE 5.

workingman every morning a time ticket, with date and job number on it. If the workingman finishes the job during the day, he hands his time ticket to the timekeeper, who enters the time when he received it, and gives out a new one for another job. All workingmen go by number, a list of which, with the rate they earn, the cost keeper has on his desk.

From these time tickets the cost keeper enters on the job ticket, Fig. 3, the number of the working man, the number of hours worked on the job and the cost of it, keeping machine hands, cabinetmakers and finishers separate, as provided on this job ticket. This enables us to see at any moment how much money a certain job has cost us at the present time, where to find it, and who is working on it.

The cost keeper will also enter on Form 4 the total hours worked each day on every job, keeping machine hands, cabinetmakers and finishers separate. This Form is lined for twelve working days, as we have pay day every two weeks only. This sheet No. 4 is the foundation stone to figure our burden.

We have now the cost of material and labor; to this we have to add the burden.

This is done in the following manner:

The hours of each division on Form 4 are added together for every job, and finally the grand total of all hours on all jobs. The salaries for all office help, draftsmen, estimator, superintendent, are added together for two weeks, and go under heading "Office," on job ticket No. 3.

If the salary would be $250, all working hours of the machine hands, cabinetmakers and finishers together $4,000, the office help would cost, each hour, $0.0625. The total working hours during these two weeks on job 730 are 750; the cost of office help on this job would be $0.0625×750=$46.88 In this way we figure out the burden on each job for heating, rent, taxes, light, insurance, interest, general expense, day workers, upkeep, etc.

For power we use in the same manner the hours of machine hands only. Cost of

RECAPITULATION

of Sales for March 1906

O	Folio	Job No. ✓	Rent ✓	Taxes ✓	Power ✓	Insurance ✓	Depreciation ✓	Upkeep ✓	Interest ✓	Folio	Job No. ✓	Freight Express ✓	Day-worker ✓	Over-time ✓	Setting up at place ✓	General Expenses ✓	Profit ✓	Loss
O																		

FIGURE 5 (CONTINUATION).

power for two weeks, $65; total working hours of machine hands, 635; cost of power for one working hour, $0.1024. Total hours of machine work on job 730 during two weeks, 50; cost of power used on job 730, $5.12.

Depreciation: We figure on our machines a lifetime of five years, 2,000 working hours per year, interest on $4,000, capital invested in machinery at 6 per cent. makes the cost of one working hour for all twelve machines $0.472. But, while, for instance, the trim saw worked three hours on a certain job, the other eleven machines were busy on another; therefore, the cost for each hour on the trim saw will be only one-twelfth. In other words, I divide the total hours of the machine hands on a certain job by the number of machines (12) and multiply by 0.472. This gives me the depreciation, 50 hours machine hands (job 730): 12= 4.166×0.472=$1.97. This money is paid out to the depreciation fund and deposited in a bank.

Summing up the burden and adding it to cost of material and labor gives cost of to manufacture. To this comes freight, cartage, the cost and railroad fare for the men setting the job, and we have the total cost on the job ticket Fig. 3, which is now given to the bookkeeper.

Instead of crediting the merchandise account with $7,000, the old way, he enters the different totals from the job ticket on his recapitulation sheet, Fig. 5. Also the profit or loss made on the job. These entries require a little more work than one total sum, but are of incalculable value.

The ledger having the same accounts as the headings read on the recapitulation sheet, no merchandise account is used, lumber is credited to the lumber account, glass to glass account, and so on. The payroll is also divided in office, machine hands, cabinetmakers, finishers, and day-workers, and credited with the amounts on the job recapitulation sheet, Fig. 5. All material received is charged to the proper account also all wages paid out.

The monthly total of profit is credited, the monthly loss is charged to profit and loss account.

Harmony in Business

IT OCCURS to me that in order to get the best results from any business everybody connected with it, including the employer, should work harmoniously. Every person connected with it, including the employer, is one of the cog wheels in a piece of machinery and if he or she, including the employer, wants to be cranky or cross the whole machine is out of tune. Every person employed, including the employer, should thoroughly understand the duties which fall to him and when they are once assigned he should carry the responsibility of the position, suffering the penalty if he cannot make good, receiving the credit if he succeeds.

When Admiral Dewey made his famous attack upon Manila, he simply said: "You may fire when you are ready, Mr. Gridley." He did not go nosing around asking if they were sure that they had powder instead of black sand, or waste time in telling the gunners to be sure to hit the other fellow's vessels, but he assumed that everybody understood his business and so went on about his own. The investment returned everything that there was in it, the entire destruction of the opposing fleet. That is the way every business should be conducted to get everything out of it there is in it.

When a business of any kind assumes proportions of sufficient size to be divided into departments, each should be placed in charge of someone perfectly competent to manage it, leaving the employer free to do nothing but get more business, to expand the business which he has, to reach out for more, and each manager in each department should be more able and competent to conduct his department than his employer, or he is not the right man for the place. Of course, this statement will not be indorsed by many employers, as it infringes too closely upon the dignity of proprietorship, but a sufficient answer to all such notions is to ask who can copy the letters the better, the proprietor or the office boy? Then as the business expands

each manager should be given more help, but let the help understand that they are accountable to the manager, and to him alone. If they cannot do the work to satisfy him, they must seek employment elsewhere. The best cook I ever had was a Chinaman and all he wanted to know was how many there were to be to dinner. Then he would serve a meal fit for a king, but if bothered by suggestions would be sure to make a mess of it. A modification of this applies to all business: let one department get it and another one attend to it.

Possibly it may be a far cry from the above to the cost of manufacturing but did you never notice that in the most prosperous concerns there is the least friction, and that where there is friction every particle of it adds to the cost of production? Every article that is manufactured bears a certain factory and non-productive labor burden, which in round numbers is, say 50 per cent of the total cost. A great deal of attention is paid to the first 50 per cent of this cost, but the second half is most always given rope enough to hang itself, if it only could.

But this memo. was commenced for the purpose of saying something about letting employes have a breathing spell once in a while, especially on Saturday afternoon. In the city of New York the dry goods stores that cater to the best trade close all day Saturdays during the summer, and as my uncle, not the Chatham street one, used to say, I assert without fear of successful contradiction that the factory that gives its office force every Saturday afternoon manufactures with less cost, as to the second 50 per cent, than the one that crowds the force all of the week. A schedule should be made out including the entire office force, in this instance excusing the employer, each one of whom should take turn and turn about to remain at the office until five o'clock for the purpose of receiving telegrams, telephone messages, etc. This schedule should be in force the year around, with the possible exception that for a few of the winter months it may go into force at three o'clock, but the entire afternoon for the whole year is preferable.

AN EMPLOYER.

The Way To Do It

Exercise three times a day;
  Feed yourself on simple fare,
Mostly made of bran and hay;
  Revel in the open air;
Never give way to your fears;
  Sleep just like a baby;
Then you'll live a hundred years—
  Maybe.

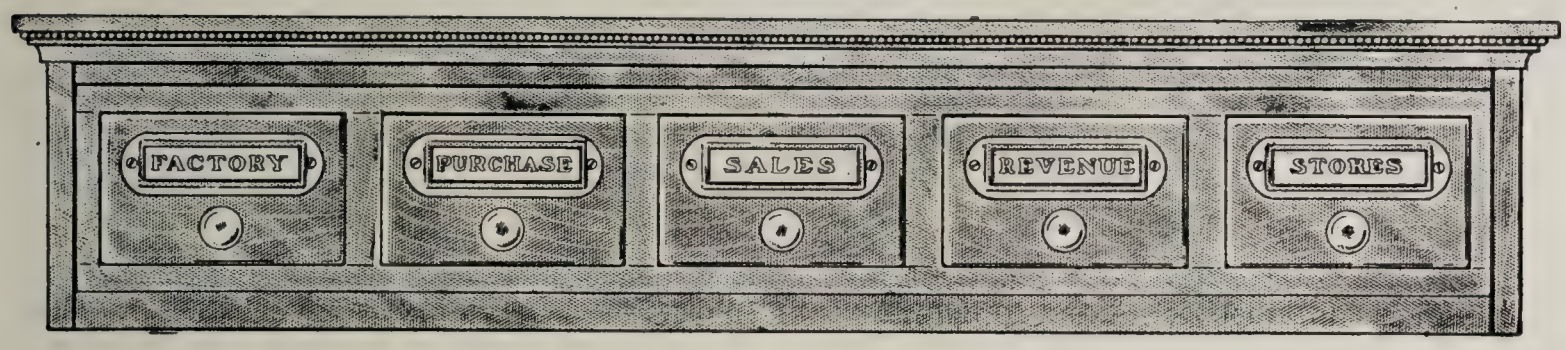
Wear no wraps about your throat;
  Do not eat late lunches;
Do, oh! do not rock the boat;
  Shy away from punches;
Do not drink too many beers;
  Let not debts distress;
Then you'll live a hundred years,
  More or less.

Don't dispute with men who wear
  Larger fists than you;
Do not give way to despair,
  Though the rent is due;
Do not waste your strength in tears;
  As for trouble, scout it;
Then you'll live a hundred years,
  Doubt it?

Do not umpire baseball games;
  Don't for office run;
Do not call a fellow names
  If he has a gun.
Unto wisdom lend your ears;
  Shun the festive schooner;
Then you'll live a hundred years,
  If you don't die sooner.

—*Piqua (Ohio) Call.*

Tabloid Systems *for* Business Men



Stop-Payment Orders.

THE regulation of the matter of stop-payment of checks is of no little concern to the bank. In law, in all states where a check does not constitute an assignment to the payee, the drawer has the legal right to order its payment stopped, and the bank, if it disobeys or disregards the order, does so at its peril. But in practice, it occasionally happens that some particular stop-order will be overlooked, and payment of a stopped-check be inadvertently made. To relieve the bank from responsibility for such a mistake, clauses, limiting liability, are sometimes inserted in the pass-books of depositors. Following is a method of regulation which has recently come to our notice, that would seem to possess superior advantages:

THE PEOPLE'S BANK,
393-395 CANAL STREET, ...
NEW YORK CITY, N. Y.

GENTLEMEN:

Please stop payment on check No. .....
dated ..... and drawn
by us to the order of .....
..... for $.....
and I hereby agree to indemnify THE PEOPLE'S BANK against all loss resulting from non-payment of said check.

Should you pay this check through inadvertency, or oversight, it is expressly understood that you will in no way be held responsible.

.....

This, it is seen, is a form of stop-order, to be signed by the depositor, which couples with it a disclaimer of the bank's responsibility in case of payment through oversight or inadvertence. It is printed on a card 3½ x 6 inches. The clause agreeing to indemnify the bank against loss resulting from non-payment of the check is probably intended to cover checks which have been certified by the bank previous to receipt of the stop-order, as no loss would result to a bank from refusing to pay an uncertified check, by direction of the drawer. Of course, as to certified checks, the drawer has no right to order payment stopped in any case. Such a check is the bank's own obligation to pay, and ordinarily, for its own honor and prestige, it should pay it, especially where in the hands of a transferee, heedless of any ordinary equity claimed by the depositor as against the original payee. But exceptional cases may exist—for example, theft of a certified check indorsed in blank, or where payment is demanded by the original payee, and the depositor claims fraud or illegality in the consideration—where it might be the proper thing for the bank to grant the request of the depositor upon satisfactory indemnity, and withhold payment. The first clause in the card would cover such cases.

The disclaimer clause, that the depositor will not hold the bank responsible should it inadvertently pay the stopped check, affords a greater measure of protection to the bank than a similar clause in the pass-book, because the depositor may deny that he ever read the latter while he could hardly plead ignorance of something which he has delivered the bank over his own signature. For instance, one of the banks in New York City printed the following clause in its depositors' pass-books:

It is further agreed that the bank shall not be responsible for the execution of an order to stop payment of a check previously drawn; that the bank will endeavor to execute such orders, but that no liability shall be created by the failure so to do, and that no rule, usage or custom shall be construed to create such liability.

The bank paid a stopped check through an oversight and the depositor recovered judgment against the bank. The clause did not protect the bank as the depositor testified "that he did not read the alleged agreement and was not aware of what it contained at the time the check in question was drawn," and the appellate term of the New York Supreme Court said this was a question of fact "which, it must be assumed, the trial justice determined in favor of the plaintiff." (Case of Elder vs. Franklin Nat. Bank.)

Even if a depositor should read a pass-book clause so worded, the particular language would be insufficient to protect the bank, for the court, discussing it upon the assumption that it was an agreement said that, being framed by the bank for its own benefit, it would be strictly construed; that the courts are not prone to construe instruments in such a way as to support a waiver of liability for negligence; that contracts will not be so construed unless expressed in unequivocal terms; and that the fair import of the pass-book clause was that the bank would not be liable, provided it exercised ordinary care; that the agreement would be construed as if it read:

> It is further agreed that the bank shall not be responsible for the execution of an order to stop payment of a check previously drawn; that the bank will endeavor to execute such orders, but that no liability shall be created by failure so to do WHERE THE BANK HAS EXERCISED ORDINARY CARE IN THAT REGARD, and that no rule, usage or custom shall create such liability.

The raised words which were inserted by the court, illustrate how the courts will change, by legal construction, the set terms of business agreements. The card-form which we illustrate above has two advantages over the pass-book form which, tested in the courts as a protective shield, was found wanting:

(1) It is a signed communication by depositor to bank;

(2) It expressly tells the bank, it will not be held responsible for "inadvertency"—in other words "negligence"—in paying a stopped check.

The card-form illustrated may not prove an absolute protection—some possible legal flaw may be found in it—but it is, at all events, an improvement upon the pass-book clause, and, we believe, will stand a fair chance in the courts. The question may arise, is it supported by a sufficient consideration? Where a bank inadvertently pays a stopped check, the depositor may argue that he had a legal right to stop payment and the bank was under obligation to obey his stop-order, without his coupling it with a clause exempting the bank from responsibility; that that promise of exemption, therefore, was without sufficient consideration to support it, and falls. To this, the bank's answer would be that the consideration upon which it carried the depositor's account and paid his checks was sufficient to support the promise not to hold it responsible for mistaken payment of a stopped check.—*Banking Law Journal.*

Catalog Filing.

BY L. G. STEBBINS, OFFICE ENGINEER.

There are many different systems of filing catalogs and no doubt each one is the best, in the estimation of the user of that system; but after an impartial consideration of the merits of the separate systems or devices which really is the best one?

After having given the matter much thought, I have come to the conclusion that the best all around plan is that which is described below. This scheme has the advantage of simplicity and in all other ways is certainly equal to, if not superior, to any other. This plan provides for the erection of shelves on the wall if space is available, or if preferred, the construction of a cabinet with shelves arranged to

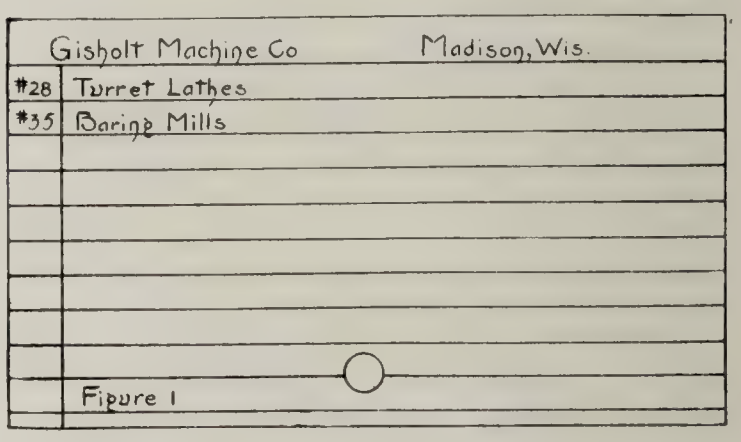


Figure 1

hold the catalogs standing on edge. If the shelves are built into the wall, the books may be protected from dust, etc., by sliding doors. The index is a double or cross index; that is, the catalogs are en-

Turret Lathes			
Gisholt Mach Co.	Madison, Wis.	Large Size	*28
Bullard M.T. Co.	Bridgeport, Ct.	" "	250
Jones & Lamson M. Co	Springfield, Vt.	Small "	48

Fipure 2

tered on cards under the name of the firm, giving address, etc., as shown in Fig. 1. This enables quick location when a catalog of a particular firm is required.

The catalogs are also entered in the other card index under the article as shown in Fig. 2. This enables quick reference by the name of the article. The catalogs may be placed on edge on the shelves, closely together so as to support each other, and the number marked on the outside. When a certain catalog is wanted reference is made to the card index, either for the article or the name of the concern, as the case may be, the number ascertained, and the catalog located quickly and easily.

There is a more or less serious handicap in any system of catalog filing on account of the discrepancies in the sizes of catalogs; but in the shelf plan this difficulty is reduced to a minimum, and the catalogs are always in good shape for quick and easy reference. When new catalogs are received they are given the numbers assigned to the ones they supersede. The catalog file should be in charge of a competent clerk to whom application should be made for catalogs when required, and returned to him for re-filing when finished. In a large plant where many persons continually call for catalogs a regular system of charging these catalogs should be kept, so that if one is missing from the files, a record will show who has it.

There is nothing of more importance in the proper conduct of a business enterprise than a good catalog file, and many firms now struggling with this problem can find an easy solution by arranging for a system such as above described.

Storage of Household Furniture.

BY OSCAR LEE,
Sec'y Shank Furniture Storage Co., Indianapolis.

We run a warehouse for storage of

STORAGE RECEIPT *No.* 21327

Shank Furniture and Storage Company

No. 339 E. Washington Street and 332 to 336 E. Pearl Street

Mr. John Jones — *Indianapolis*, March 17, 1906

Address from 1762 Oak Ave. — 5 floor East side, Row B

We have received in our storage houses at 339 E. Washington Street and 332 to 336 E. Pearl Street, for your account and subject to return of this receipt the following described goods, to-wit:

6 dining chairs	2 dresser mirrors
1 ex. table	2 wash stands
5 rockers, 1 broken	3 center stands
1 chiffonier	2 rolls carpet
1 side board base	1 bdl. w. shades
1 side board mirror	1 bdl. brooms
1 china closet	1 bench wringer
1 buffet	2 wash tubs and c.
1 book case	1 box and c.
2 dresser base	1 barrel and c.

Transfer $3.00

These goods are stored at owner's risk against loss or damage by fire, rust, leakage, war or insurrection, and acts of God. SHANK FURNITURE AND STORAGE COMPANY, however, obligates itself to use diligence in protecting said property while in its custody. The goods here will be held subject to return of this receipt, but will be delivered to owner on his sworn statement before a notary public in case of loss of receipt, providing all charges for storage at the rate of $2.00 for each month or fractional part are paid.

FRONT OF FORM.

Address
General Delivery
Memphis, Tenn.

John Jones
from 1762 Oak St.
5 floor E. Side Row B.

46
21327

1906														
Mar.	17	Transfer			3	00								
Mar.	17				2	00	Mar.	17	Cash	426		5	00
Apl.	17				2	00								

BACK OF FORM.

household furniture and think we have a good system for taking care of goods left in our care.

The man in charge of the warehouse has a blank book in which he lists each article as it is taken from the wagon and placed on the elevator. After the lot of goods are listed, this book is brought to the office, where a storage receipt and duplicate of receipt is copied with typewriter. The storage receipt is given to the owner of the goods, and the duplicate, which is made on back of ledger page is kept in office. We had a loose leaf ledger made especially for the purpose.

When goods are taken out of the warehouse the Storage receipt is turned in to the office and goods are checked out from the receipt, the receipt and ledger page, duplicate, are then filed in the transfer binder.

We are inclosing a copy of receipt and ledger page duplicate herewith.

We find this is a saving of at least one-half in time over any system used here at present, and very little liability of making mistakes.

Insurance Expirations.

BY PAGE LAWRENCE.

A labor-saving system to keep insurance expirations, in insurance offices, real estate offices and building and loan associations, is an inexpensive card carrying the name of the insured, the date of expiration, the name of the insurance company, number and amount of the policy.

The cards, keeping an accurate account of several thousand insurance policies, can be kept in a small tray indexed by years and months. The days can be designated by index cards numbered one to 31. Three sets of indexes by days is sufficient.

This device enables one to see at a glance the insurance policies expiring on a certain day; and a few moments' daily examination is all the time needed to keep all expiring policies covered.

The cumbersome agency record as a reference on expirations is done away with. In insurance offices the use of a card of this kind as a reminder that orders

DATE OF EXPIRATION	MONTH	DAY	YEAR
NAME		LOAN NUMBER	
		CERTIFICATE NO.	
LOCATION—TOWN	STATE		
POLICY NUMBER / COMPANY		AMOUNT	
POLICY WRITTEN AT			
MEMO.			

for the renewal of expiring policies must be looked up and the policies renewed, is indispensable.

These cards have been used by a building and loan association which has some 2,000 insurance expirations to cover. Two years' use have proven the cards' reliability and labor-saving worth.

Checking Freight Rates.

The appended card record is an illustration of the system used by me for checking freight rates. It is also a good routing file and by means of double postal card notice of shipment, asking consignee in the interest of good railroad service to kindly fill out and mail the return postal,

Freight rates from ____ to ____

ROUTES	Left	Arrived Destination	✓	CLASS RATES 1st	2nd	3rd	4th	5th	6th	Special Rate Am't.	Material

you can check the routing which gives the best service, this one in all probability being also the shortest one.

The ("freight rates from.....") first blank can be printed in and the second blank ("to.....") filled in on the typewriter or with pen. Then by going through shipping and receiving records, a list of towns which you are shipping to and receiving from can easily be gotten. The "Official Classification" giving various class rates which different materials take both in carload and less, can be gotten from your local freight agents as can also the class rates to the towns you are doing business with in the freight line. Commodity rates on special materials can be kept in the special rate column.

This has enabled me to catch errors amounting to not quite a few dollars.

A SUBSCRIBER.

"Interest by a Wall Street Expert."

BY H. G. BUTLER.

Stock Exchange houses render statements to their customers of their accounts at least once a month, so the customer can see for himself just what has been charged and credited to them during the month and expect every one of them to be verified. If no comment is made upon them or if no changes are requested to be made the brokers take it for granted that they are correct but that is not always the case. A great many customers simply glance at their statements and never think of checking them. They depend entirely upon the broker to see that they are correct. But when brokers never depend upon each other, it would seem important that the customers should check every item the same as the brokers do. No matter how careful the book-keepers are, serious errors are bound to occur, and if they are not found by the customer they may never be adjusted. When brokers receive a statement from another house, their book-keepers check every detail and see that all errors are adjusted without delay.

All the reports, the notices of debits or credits, and the dividend notices, should be filed and checked with the statement when it is received, and the extension of each item verified. Then check the interest on each item. A great many dislike to figure interest because they look upon it as a hardship, but if they devote a little time and thought to the explanation herewith, interest will lose all of its terrors, and when they discover a few of the errors that are constantly occurring they will look upon it as a very pleasant pastime and are quite sure to find it a very profitable one.

Interest is usually figured from the date of each transaction to the last days of the month, on both debit and credit sides at six per cent. But no matter how the time is figured, the following method will take care of it. It is all figured at six per cent because it is the easiest rate to figure, and in a busy house there is so much to figure, it cannot all be done in one day or several days. And it is impossible to determine in advance what rate to charge the customers because the brokers cannot tell themselves how much money has cost them until about the last day of the month. Then the difference between the interest on both sides of the statements is adjusted by dividing the amount by six which reduces it all to one per cent and multiplying by the rate determined upon.

The rule of this method is to simply divide the number of days by six, the rate,

multiply the result by the principal and point off three places from the right. Cents in the principal are never used when brokers figure interest. This rule is a modification of the one laid down in the school books, but as comparisons are odious we will avoid them. The why and the wherefore can be safely taken for granted because it is impossible to prove that it is wrong. The author figures as much if not more interest than anybody else in Wall Street, and after years of diligent search he cannot find a better method. Let us try a few examples by way of illustration. The author seldom uses all the figures used here because he is compelled by sheer necessity to figure most of his interest mentally and anybody else can do it the same way after very little practice. Take $42,726 for 30 days. 30÷6=5. 5×42726=213630; result $213.63. Take the same amount for six days: 6÷6=1. 1×42726=$42.726. Don't figure it. Simply point off three places. Could anything be easier? Take three days, 3 is one-half of 6, half of the principal, 42726 is 21.363, point off three places. Figuring examples like those are unnecessary even to a novice. Every other number of days will look just as easy after a little practice. But in some there is a fraction, 1/6 or 1/3, which may cause some people to use a pencil, but don't let it bother anybody. Just think of what a simple proposition this method makes of most of your interest and how to control the fraction will dawn upon you naturally. Study the following for a little while and the fraction will be as easy as the rest. The figures 7—13—19—25—31 for the number of days will give 1/6 more than a whole number. Multiply by the whole number and add 1/6 of the principal to it. Example, 42726 for 19 days, 19÷6=3 1/6. 3×42726=128178. 1/6 of 42726=7121, both together give 135299. Do it this way:

```
 42726
    3.6
-------
  7121
128178
-------
135299 result $135.30
```

The figures 8—14—20—26 give 1/3 more than a whole number. Figure the same way, only instead of dividing the principal by 6 for 1/6, divide it by 3 for 1/3 and add it to the result of multiplying the principal by the whole number.

Here is the only difficult part of the method to explain. That is, if there is anything difficult about it. When you have the following number of days, 10—16—22—28, if you divide them by 6 you have the fraction 2/3. That looks difficult; but it isn't. When the number of days are 11—17—23—29 you get the fraction 5/6. That looks more difficult; but it isn't. Here's how 16÷6=2 2/3, but instead of doing that, add 2 days or 1/3 of 6 to 16, which gives 18. 18÷6=3. Multiply the principal by 3 and subtract the 1/3 which you added, point off three places, and you have the result. Do it like this:

```
 42726
    3-3
-------
128178
 14242
-------
113.936 result $113.94
```

When the fraction is 5/6, add one day or 1/6, multiply the principal by the whole number you get and subtract 1/6 of the principal.

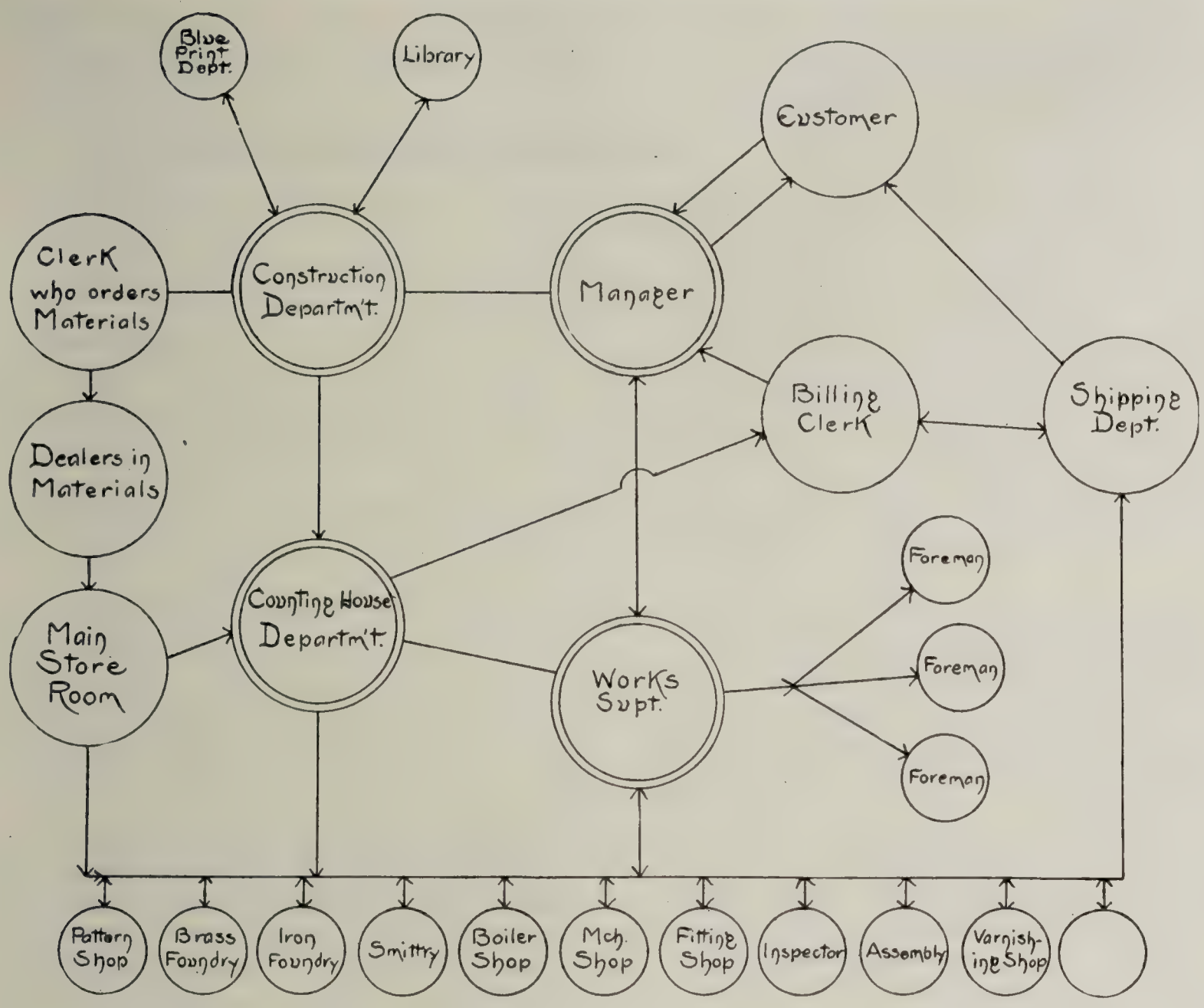
The old adage reads, "Practice makes perfect," but very little practice with the foregoing means magic. Many men marvel at a fresh bank clerk approximating interest. They can do it mentally and get so near the correct figures that some people think they are wonderful. Don't wonder any more. Practice this method, master its possibilities and you can go them one better by figuring interest exactly in your head without the slightest effort.

"Lay Out" of a German Machine Shop.

BY R. GRIMSHAW.

The annexed diagram shows the general lay-out of the departments of a successful German machine shop—the "Maschinen Bau Gesellschaft Karlsruhe," of Karlsruhe, Baden. The new buildings, with a floor space of about 100,000 square meters, or say 1,100,000 square feet, are shown in the ground plan. The relation of the various departments to each other and to their common head is shown in the diagram, which relates to orders received and carried out.

In regard to orders—the customer has at first to do only with the manager's department. The manager sends the order to the construction department, also to the works superintendent, for suggestions and action. The former, having access to the library and photographic department and being in touch with the purchasing de-



partment, figures up, through the counting-house department, the cost, and makes out the bill of necessary supplies, raw and half finished materials, which are to be got outside the establishment, as well as those which are on hand or to be made in the shops themselves. The order clerk orders the materials from the dealers, the latter deliver them to the main storeroom, from which, (against proper orders from the various shops represented by circles on the lower line), they are delivered where they are wanted, to be transformed into finished products, or put together. The works superintendent is in touch with each of his departments—pattern shop, foundries, etc. The various foremen are in communication with the works superintendent, but not with any other departments but their own, except by his order. The billing clerk gets his data from the calculation department and his bill meets the goods in the shipping department, which sends goods and bill to the customer—who in turn pays the manager.

The course of an inquiry is more simple, but no less systematic. The customer knows only the manager's office in the matter; the corresponding clerk transacts the necessary correspondence with the dealers in materials to get prices of raw and half finished materials, or of ready made component parts, as valves, oil-cups, injectors, etc. The manager consults the construction bureau, which is in touch with the counting-house, which latter does not bother the manager, but has to do with the corresponding clerk in order to get inquiries as to materials afloat. Dealers, however, address their answers to the counting-house. The principle here involved is, that outsiders may relieve the correspondence bureau of offers and estimates, but that no letter which might commit the firm is permitted to be sent out from any department but that of correspondence.

A Practicable Form of Voucher-Check.

BY W. F. BANE.

The appended illustration is a practicable form of voucher-check to which bankers will not raise any objection. I have handled hundreds of voucher-checks and

This voucher-check is given in payment of the following invoices or items: .... Total, $..... Received payment. [Payee's signature] ..... Date.....190.. By.....	*Bluefield, W. Va.*,.....190... **First National Bank, of Bluefield** *Pay to the order of* ..... $..... .....*Dollars* ..... *By*.....

Practical Form of Voucher Check.

the reason I prefer this form is because it is complete on the face.

Vouchers of this type can be inspected by the book-keeper as rapidly as the ordinary check. The one in most common use, the folder, has to be taken up with both hands, opened, receipt figures compared with the statement figures, then place for payee's signature to see that it is not only signed by payee, but signed officially in case it is a firm or corporation.

This form saves time, not only for every bank through which it passes, (and sometimes there are 10 or 12 indorsements by banks) but saves equally as much time for the maker of the check, because he has only to write on the one side.—*Banking Law Journal.*

Farm Accounting.

THE INQUIRY.

BY W. H. D.

This company owns 12 or 14 farms, containing from 40 to 390 acres. These farms are rented, some on the halves, and others for third and fourth. I mean by that, that the company furnishes teams, feed, farm implements, etc., in the one case, and gets one-half the crops, and in others the renter furnishes these things and pays the company one-third of the grain and one-fourth of the cotton.

Sometimes one farm will be a losing proposition—while others will gain, i. e., in the one case the rents will not reimburse for the supplies furnished, others, the rents amount to more.

Now, the way I have been keeping these different farm accounts is like this:

Answer by G. E. Hutchinson.

1. This is a set of accounts that will have to be handled the same as any other accounts, insofar as the debiting and crediting of items against their proper accounts, to make each show the proper per cent of profit or loss.

2. We should first have an accurate record of all property. To do this cards should be made out showing details of each property owned. For farms we should have the cost of the same in total, with description of land, acreage, location, buildings thereon, number, how built, material, how located, what timber there is on land, taxes on land and on buildings, worth of each one separately. Any special features such as a well, spring, etc., should be mentioned.

3. In the cards kept on stock, we should have record of what kind of an animal, age, condition, price purchased for, name, breed, sex, etc. Implement cards should show the kind of implement, condition weight, price purchased for, etc., etc. These cards should be kept in properly indexed sections. On the back of each should be ruling so that we can show depreciation of same, giving us actual worth from year to year, and also when land is sold, stock or implements are sold or lost, we can record same and file these cards, charging in proper manner through our accounts.

4. We now have to maintain a general ledger, and I should strongly suggest a card ledger that can be divided into section (of course a book ledger can be used if desired). The general accounts would be Farm Real Estate, Implement, Horse and Mule, Wagon, Furniture and Fixtures,

and any other necessary asset accounts. Depreciation will be charged against these accounts, each year showing what the assets are actually worth. This can be very readily done, because in selling farm stock, implements, wagons, etc., the buyer pays just what he thinks the article is worth, good will, location for business, etc., having nothing to do with this class of business.

We will keep any other accounts that are necessary, for instance, if we are buying and sending out feed, we will need a Feed account.

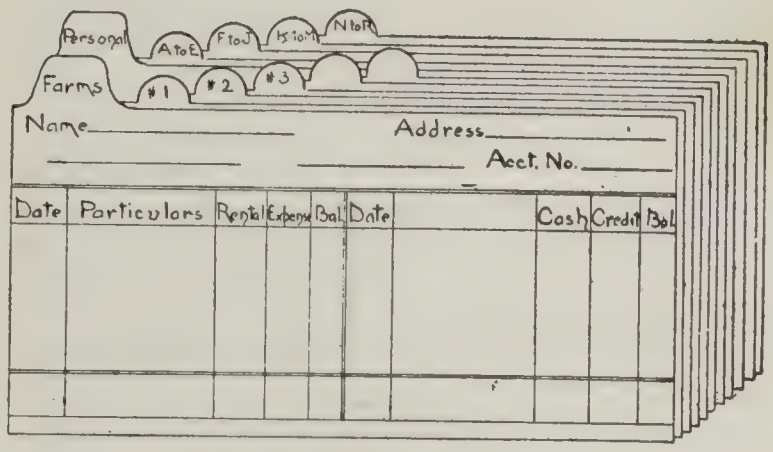
5. We are now ready to handle the farms, and we open an account with each farm, also with the individual we rent to. Where we merely rent the farm for a season and do not rent teams, implements, etc., tenant to pay all expenses, we do not need any personal account with him, unless it is a cash rental deal.

I wish to say here that I do not understand that the company stands the expense of keeping up teams, etc., and I think the most logical way, as well as the safer, is to make up a contract with the renter, that embodies that the renter must take care of all company material and lands, making repairs, feeding teams and stock, etc., and to return same to company in good condition. The contract to embody exactly what land, etc., teams, stock, implements had been rented, clearly defining the conditions under which same are rented or shared.

Under these conditions any feed furnished, repairs done, etc., by company would be charged direct against the individual, and deducted from his share of grain. Where we are paying for feed, furnishing teams, implements, etc., we make charges against the farm.

6. A certain rental should be fixed on farms, teams, etc., based on their cost price, and figuring a percentage on the money and depreciation. For instance, we will say Farm No. 1 cost us $9,500 for 160 acres of land, with wooden house, six rooms, large barn, small chicken house and land partly fenced.

The land is estimated at $40 per acre, the house at $1,200, the barn at $1,300, other improvements $600; this makes land worth $6,400; other items $3,100; total $9,500. We figure that the farm and buildings must earn $570 (or it happens, six per cent) to pay for interest, depreciation, etc., the tenant to do necessary repairing. If we give him teams and implements we would charge a rental, commensurate with the rate of depreciation and interest on money invested, and as we cannot figure that teams, harness and implements are going to last much longer than from five to ten years, I am not posted but I should judge that five years would be a better average. The teams, harness and implements loaned cost us $600; this means a charge yearly of $120, or an estimated yearly total charge of $690, to which must be added our charge against this property of the General Expense proportion accruing to it, therefore we open an account with this farm and charge it with these items (the farm, not the tenant), and then at the end of the year, when we credit it with its earnings, we see what profit it has made. If we cannot make a charge for its proportion of General Expense then, we will have to figure that out at the end of the year.



This is form of Card Ledger that can be used, divided in sections—as Assets—showing Farm, Real Estate, Horses, Mules, Implements, etc.
Expense—Section for expense accounts.
Farms—Section for Paragraph 5.
Personal—Section for Paragraphs 4 and 5, and also for other persons we have accounts with, etc.
This ledger can be subdivided if desired.
Debit and Credit columns can be left unheaded instead of showing "Rental," "Expense," "Cash" and "Credit," and then any heading can be filled in.

When we rent for cash rental we fix the price and charge it against the farm and renter and credit it when paid. One card answers for this.

7. Any teams working on farms being operated by the company, implements, etc., would be handled the same as though they were loaned, in other words, the farm would stand the expense.

Teams, etc., used on general work would have to be charged against the proper expense accounts as in any other business,

that is, all feed, repairs and expenses for same.

8. It stands to reason that we cannot afford a large amount for general expenses; there should be little outside of the cost of maintaining the office, paying salaries, etc., as all materials and possessions should be put where they will earn money or they are not necessary.

9. The depreciation item is a large one and one that requires careful handling, but by figuring this for each place, we can tell whether each farm is holding up its end or not. The depreciation can be transferred to one account and will be charged off against profit and loss; and as W. H. D. says, that one farm, rented under the conditions they rent them, may show a loss, another a large gain, the only thing they can do is to keep close check on the renters that can farm and farm properly and get rid of the others.

10. Such items as repairs on buildings, paintings, etc., are correctly either a charge direct to the General Expense (proper account), or can be charged against the farm in question, but I believe that we can charge these against the farm and handle our depreciation account accordingly. This is a question that will have to be decided by the company themselves; one barn might not be very strongly built, and subject to much more depreciation than another; a house on the same farm might last three times as long as the barn. We can, however, figure our depreciation items separately.

11. New buildings, etc., are an asset to the farm and an addition to the asset account, and our cards mentioned in Paragraph 2 would show such. Our assets accounts would show details of worth of each farm.

In connection with the ledger, I would keep a cash-journal. There will hardly be a great many entries any day, and a cash-journal will answer the purpose, ruled to show columns on both sides for general accounts, farm account, either in one account or one column for each farm, if there were a good many charges. Interest and Discount account, columns for the various expenses, under a major heading of General Expense, subdivided into the different accounts like Salaries, Office Expenses, etc., on the credit side. Any other columns that may be necessary can be added. Of course, we will have a "Cash" column on each side, in which all cash transactions will have to be debited or credited according to the cash received and cash disbursed.

The item of taxes is mentioned. I would charge these taxes against the farm; therefore, the farm must pay the taxes, interest on the amount of money invested in it, a certain amount for depreciation, and a certain per cent of the General Expense before it is keeping up its own expense. I do not consider that taxes should be charged to a taxes account, unless it is charged to that and then the charge made against the farm, in other words, provision should be made so that each farm will bear its own taxes as an expense against it.

You Can Save Time with Your Inventory



Prove it This Month at Our Expense and Risk

We will Send a Standard Adding Machine to any Business Man for a Month's Trial FREE

THIS is exactly what we mean.

To prove to you how much time and labor you can save with your Inventory, you can use a Standard Adding Machine, at our expense long enough to show that it will save sufficient worry, expense and petty labor to pay its own cost.

You have but to fill in the blank below, cut it out and mail it to us to-day. As soon as we receive it, we will send you a Standard Adding Machine, all charges paid.

Use it in your office a month, if you wish. Do all your tabulating, adding and balancing with it. Make up your Inventory and see how quickly the work can be completed.

And if you aren't perfectly satisfied—if you aren't thoroughly convinced—that the machine is all we claim, send it back and pay nothing.

The use you have had of it won't cost you a penny. If you don't keep the machine, you won't owe us anything.

You see, we know what the Standard Adding Machine will do, and we want you to know it also.

That's why we offer to let you prove its worth in your own office, with your own work, and at our expense.

"The Standard" isn't a big, clumsy, awkward machine that you have to leave in one place or move about on a truck.

Your office boy can carry it with ease and it can be used on top of a desk, on a table, or in any convenient niche.

It is small, compact and simple in construction. This means that it can be worked easier and faster than any other adding machine made.

There are only two rows of keys, with a single figure of each kind, so you aren't likely to get mixed up with your amounts.

Then all the figures are printed in plain sight where you can read them at a glance, preventing mistakes.

A good bookkeeper's brains are too valuable to be used for machine work.

Send for "A Standard" to-day and let it commence saving for you as quickly as possible.

The price is less—by about one-half—than that of any other adding machine made.

If you won't try the Standard Adder at our expense, at least write for our little book telling how other people save time, labor and money with the machine.

You may learn, from what these people say, how you can effect big savings in your own business.

We Want Men

We want men able to earn $1,800.00 to $5,000.00 a year salary.

Our business is expanding so rapidly that we must have more men to follow up leads and turn prospects into customers. We want men capable of becoming District Managers.

If you are such a man, write us a letter to-day, telling your experience and full particulars of your present employment.

FREE Trial Blank

B

I am willing to prove a STANDARD ADDING MACHINE at your expense.
Please deliver one to me for FREE TRIAL.
Also send me your Standard Adding Machine Book.

Name .....

Business .....

Address .....

The Standard Adding Machine Co.

3701 Spring Avenue, St. Louis, Mo.

Please mention The Business Man's Magazine when writing to advertisers.

Talks by the Sales Manager

IN WHICH THE MECHANICAL SALESMAN IS CONTRASTED WITH THE SALESMAN WHO THINKS, WITH AN EXAMPLE OF HOW A LITTLE DIFFERENCE MAY SOMETIMES CAUSE A GOOD CUSTOMER TO CHANGE HOUSES

By CHARLES EDMUND BARKER

"THERE are two kinds of salesmen," remarked the Sales Manager during the course of his talk to the selling force on this particular Saturday morning. "One type go about like a lot of animated wooden Indians, and the other kind thinks. The line of demarcation is pretty plain if you do a little observing. The dummy salesman gets his orders by a purely mechanical means. He goes through his routine like a clog dancer and the least variation of the commercial music rattles him. He makes a parrot-like talk to his customers and awaits results. If they give him an order well and good. If they don't he has done all he can and he thinks it very hard if anyone at the house takes exception to his methods of work. It never seems to occur to him that selling goods is a matter of discernment and judgment.

"Unless the work is too exacting this mechanical salesman is often able to work up a pretty strong reputation as a 'patient plodder'; but like any other kind of mechanical device a few rough jolts puts him out of business. To analyze more closely, he lacks some of the virtues of an automaton; for a good usable machine may be depended upon to produce about the same results under a variety of conditions. On the other hand your dummy salesman is weakly human enough to get very much discouraged and he hasn't stamina enough to overcome it and put his best foot foremost. A run of 'tough business' is at once reflected in his bearing and manner. The next thing you know he is holding forth to some dealer about 'poor trade', never thinking that by even suggesting such a thing he is furnishing the buyer a big stick with which to drive him deeper into the slough of despond. Dealers watch the traveling salesmen like a weather sharp does the barometer. The first hint of a tempest sets them to reefing their sails. They will accept as gospel truth the statement of a salesman that business is bad, whose judgment on blue beans they would not value in the least. They are not only super-sensitive on this point, but they know that the commercial traveler has such excellent opportunities for observation that they naturally feel he speaks by the book.

"This straw man type of salesman develops at times a very peculiar style of softheartedness. I once asked a man of this description why he didn't sell a certain dealer, and he gave me the astonishing answer that he couldn't bear to insist upon his buying because he had such a lot of goods sold him by a competitor upon his shelves. I asked him if the dealer had overbought and he said he didn't know, but that he hadn't disposed of the goods. I asked him what reason the dealer gave for not selling the goods on his shelves and he said the dealer didn't just state any particular reason. The dealer simply told him that he didn't need any more goods and after looking over his stock he agreed with him.

"The graven image salesman is full of suggestions about the offering of premiums of one kind or another. His sole object appears to be to make his selling as near machine made as possible. He is morally sure that if the firm would offer a set of dishes or a gold watch with a certain number of cases of goods he could sell 'a raft of stuff'; and he never figures to see whether the profit on the goods would stand the premium offer he proposes or not. In fact the matter of exactness in any particular is not his strong point. Lacking quickness of judgment he also lacks quickness of observation and that talent for deduction that is imperatively demanded by the traveling man who must serve his house as a business getter and as a student of condi-

Hot Weather Comfort

You can feel "fit as a lord"—8 to 10 degrees cooler, and enjoy any kind of weather on the following breakfast, luncheon, or supper, suggested by a famous food expert :

Some Fruit, preferably cooked,
Saucer of Grape-Nuts, with good rich cream,

Soft-boiled Eggs,

Some hard, crisp Toast,

Cup of Postum, made according to directions and served with a little sugar and good cream.

That's enough to run you until noon.

Grape-Nuts food is made of selected parts of the grains that rebuild the brain and nerve centres.

"There's a Reason" for

Grape-Nuts

Postum Cereal Co., Ltd., Battle Creek, Mich., U. S. A.

tions at one and the same time. He is as unsatisfactory as a correspondent as he is as a salesman; and he usually finds his level among the most primitive workers in the field of salesmanship and complains all his life because salaries are so small; for his general inertness seems to render him powerless to change his vocation.

"Now let us look at the more cheerful picture of the salesman who thinks. The keynote of his superiority is judgment. He saves himself a heap of trouble by a quick and rational sizing up of things before he gets mixed up in them. He never goes off at half cock. He is like that sensitive pendulum that registers the earthquakes. Every variation of temperament, atmosphere or condition, makes an impression on him. He has the intuition that makes tact possible. There are a whole lot of people who would have wit enough to do about the right thing if they only had the skill or grace to determine exact conditions. It is the degree of skill in diagnosis that makes one physician better than another, and it is the same with salesmen. The selling man who looks at the difficulties between him and a sale as so much disease that must be rooted out and corrected, and then has the skill to understand the nature of the disease stands a pretty good chance of effecting a cure.

"The salesman who thinks, will not try a subterfuge where frankness will gain him confidence, even where the things he is forced to admit about his line in truthfulness are detrimental in a general way to the sale. When a salesman is asked something about his line that he does not know, the man with a head on his shoulders will admit that he does not know frankly and freely instead of cooking up a transparent lie that may only serve to put him and his firm in hot water.

"The thinking salesman who finds a dealer loaded with goods which for any reason have not moved, will not pass up his order for fear of embarrassing him, but will try and devise some plan for moving the dead stock to make room for goods that will sell. It is better for a dealer to make a sacrifice of unsalable goods than to lose the profits on goods he might sell. The thinking salesman can be depended upon to make him see it. If only goods that were absolutely needed, were all that were ever sold by the salesman, prosperity would fade out like crops before a June frost. Goods sometimes lay on a dealer's shelves because the dealer is asleep. It takes a good salesman to set off the alarm clock. Dealers at times become listless and indifferent as to the arrangement of their stocks; neglectful of their window displays and their places take on a run-down-at-the-heel appearance. The result is an inevitable falling off of business. All this the wide-awake salesman can do much to correct by the inspiration of his own enthusiasm and optimism. It is my belief that if all the traveling salesmen were withdrawn from the road for a year or two these symptoms of dry rot would be observed in some of our best retail establishments throughout the country. The most pronounced cases of course would be in the smaller commercial centers where the demands of the trade are less.

"The salesman who thinks, never permits himself to talk dull business. Things are always prosperous or at least satisfactory with him. He knows what he stands for to his customer, and he never croaks no matter how rough he may find the sledding. He meets his buyer on his own ground and does business with him in spite of his whims.

"For instance, I once knew a young salesman in the dry goods and notion trade who had a customer in a certain town whom he had always sold particularly good bills. He went to his store one day and found the old gentleman rather cool and disposed to confine his talk to words of one syllable. The salesman allowed the kindergarten conversation to run along awhile and then he boldly asked the old gentlemen in a courteous way what he had on his mind.

"'Well, sir,' drawled the old merchant, 'I'm just going to tell you right out, John. I have been tradin' with your house for quite a spell and they have always given me a very fair figure; but I've about made up my mind to make a change.'

"'But what's the reason you want to make a change after all these years?' asked John.

"'Well, I have been offered better prices on certain goods than you have made me.'

"'What kind of goods?'

"'Well John, there is wire hair pins that we sell a good many of, and a certain firm in the same town as your firm, has priced them to us two cents on the pound lower than we can buy them of you. I thought if

YOURS For the Asking

May We Send Them To You ?



This Complete **Loose Leaf Library** Covers the entire subject of Loose Leaf Record Keeping.

THESE three booklets, which we will mail **gratis** to any business or professional man, contain over 200 pages of new and valuable information, on the subject of Loose Leaf Bookkeeping and Accounting.

No matter what kind of records you keep, or what system you use, these books will show you how to simplify and improve your methods.

Over 50 Record Forms, designed for manufacturers, merchants, managers and men of all professions, are illustrated, described and fully explained in these booklets.

You cannot **buy** a more comprehensive and complete treatise on the subject of Loose Leaf Record Keeping, than we **give** you in this Library.

You incur no obligation by accepting the books, which we will be glad to mail, **without cost to you,** upon receipt of your request **written on your business stationery.**

John C. Moore Corporation, 418 Stone St., Rochester, N. Y.

Inventors and Manufacturers of
Moore's Modern Methods
of Loose Leaf Record Keeping.

MOORE'S MODERN METHODS ROCHESTER N.Y. DON'T COST THEY SAVE IT MONEY

Established 1839

that was the way your prices were running it was time we changed houses.'

"The salesman had to turn his back and pretend to be consulting his price list to keep from laughing in the old man's face.

"'How many wire hair pins do you folks sell in a year, Uncle Billy?' he asked.

"Uncle Billy fussed around and consulted his clerks and finally told him the number of pounds he handled the year previous. In those days wire hair pins came packed in small barrels containing about a hundred pounds or so.

"'Uncle Billy,' said John, 'Just to show you how much we value your trade, I'm going to make out an order right now and have my house send you a barrel of wire hair pins free of charge and I'm going to prepay the freight on them. Now is there anything else that you have been quoted better prices on than we give you?'

"'No, them hair pins are about the only thing you're off on,' said the old storekeeper with a note of triumph in his voice, and then he remarked that if John was sending in an order for the hair pins he might as well put in a dozen pieces of this, and a gross of that, and ran along in that strain until he had given about his usual liberal order.

"Gentlemen I have recited this incident to show you that it is sometimes the most trivial thing that stands between you and a nice order. Your prices may be right and your house square in their dealings and yet a little insignificant difference exists that it takes a salesman equipped with adjustable brains to seek out and do away with. Sometimes it is a trivial real or fancied advantage in freights, an imaginary superiority in quality or style. I once knew a dealer to turn down a salesman for a second order of shoes because the shoes he delivered on his first order had brass tips on the ends of the shoe strings instead of the black ones. He fancied the brass tips looked cheap. And so it goes. The salesman who doesn't encounter these things has yet to go out and hunt up his customer. The thinking salesman will find these troubles and correct them; but the mechanical fellow will never even suspect that there is anything wrong. I trust I make myself understood."

The Backbone of Copy

THE ADVANTAGE OF HAVING A SINGLE PURPOSE AND PURSUING IT TO ITS LEGITIMATE END WITH UNVARYING PERSISTENCE

By CLEMENT YORE

THE casual reader of advertising, he who does not do so from an aesthetic taste of admiration or criticism from a professional standpoint, is forcibly struck by the very key-note of the advertisers' purpose. He remarks how clear, how unique, how clever and how interesting is this ad. Perhaps it is the illustration, maybe the language, but at all events it impresses him. This impression is generally singular in its source; it arises from a single idea gathered from the ad. This impression, I take it, comes from the backbone of the "copy,"—the purpose of the advertiser. Once this advertising vertebrae is in place, the campaign from a copy standpoint is a successful sequence.

Too many advertisers hide their purpose in their copy in the hope of following it up with strong letters or by other means that send home the voice of truth, crying aloud to the unwary. This is fallacious, I believe, and expensive. The true purpose of this latter day advertising is not to please the frolicsome reader, but to interest him, to make him understand, to make him see as you see. This can be done with "copy." Copy so strong in purpose that it stands boldly from the page and will not be gainsaid.

Of course, I am talking of the honest advertiser and the honest copy. If your purpose is not a just one, it is best hidden. If it is honest, it is folly to place it in so susceptible a manner, conducive to misinterpretation and false construction. Mohammed said that men of honor were

The Improved Majestic Ledger



EASILY THE BEST LEDGER BUILT

BECAUSE:

It has an expansion of over 100%, permitting easy insertion or removal of sheets and a great increase in capacity for accommodation of additional accounts.

The sheets are creased by a special process, rendering them very flexible on the binding edge, and permitting them to lie perfectly flat from edge to edge.

The back of the Majestic is slightly rounded and rotates as the leaves are turned, giving a perfectly flat writing surface in the front or back, as well as in the center of the volume. All points coming in contact with the desk are *rounded* and will not injure the finest surface.

BECAUSE:

The mechanism binds the sheets under tremendous pressure, yet the Ledger may be expanded, sheets removed or inserted and locked again in five to eight seconds.

The Aluminum construction of the back, securing lightness with great strength and the high grade leather and corduroy used in the binding, make it the most handsome, most durable and most convenient Ledger made.

If these features of merit do not convince you of the superiority of the Majestic, let us tell you more.

No mercantile house can afford to be without our 48-page Illustrated Catalogue showing the largest line of Loose Leaf Devices in the World. Write for it.

Sieber & Trussell Mfg. Co.

4004 Laclede Ave., St. Louis

MAKERS OF THE BEST OF EVERYTHING IN LOOSE LEAF

like rivers. They tried to follow a definite course; they might be compelled to run around mountains of difficulties, but in the main thing, all great men and rivers followed a single course. It is said of Napoleon that he would never try to gain his ends by following two desperate chances, the success of either of which would mean the abolition of his enemy's power. He once said, "I want one purpose in this affair. I think I have it. If I have it, I may accomplish much with the many side affairs this purpose will breed. You know, sir, the centipede's legs are poisonous, but only when attached to his body."

Queen Victoria had one purpose in life and only one—Peace at any price. Her reign has so cemented the empire, so 'tis said, that its entirety cannot be broken. Alexander's purpose in life was to conquer the world, not to govern it, make its laws or improve it, only to conquer it. He wept when his purpose was accomplished.

So it is with the purpose in "copy." This intangible thing that stands out from all good "copy." One sees it as one sees the way guides at the forks of the great highways, silently pointing, yet never so impressive as in the most simple of surroundings.

Much depends on the expressiveness of this purpose. It is necessary for some words that the purpose come in a bewildering array of majestic conviction. That illustration and words, so strong as to be almost harsh, are best to be used. Then again, the need may be that of simplicity, candor and retiring argument which overcome the reader to such an extent that he seemingly arrives at your purpose from his own reasonings.

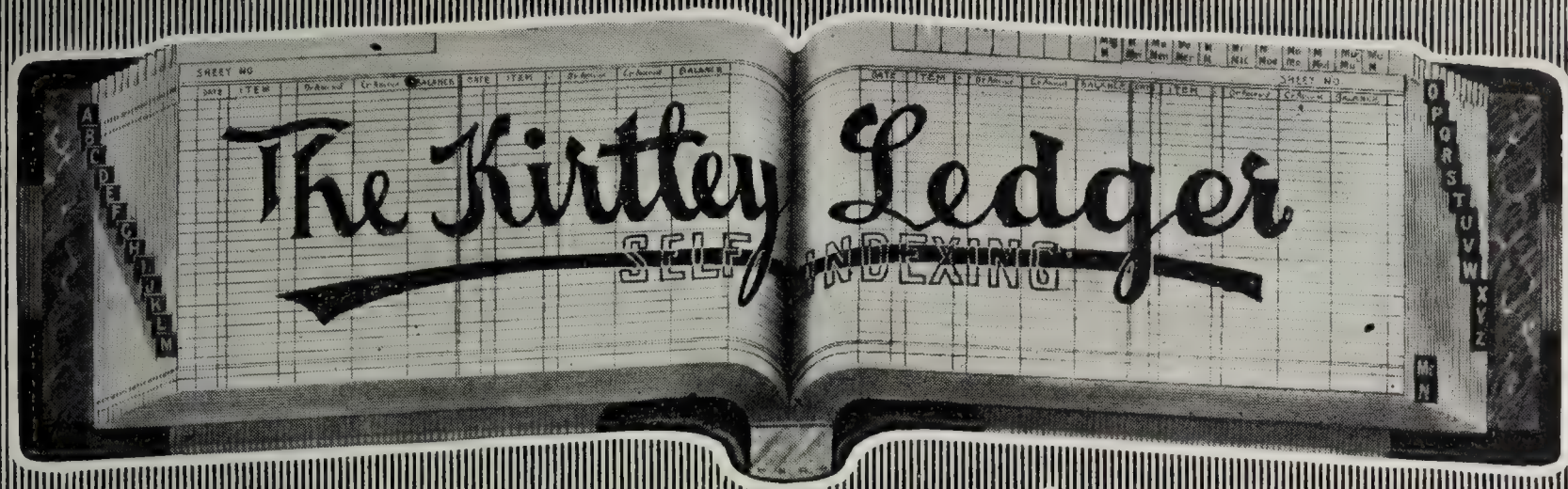
The power to hold, to create a desire for and to animate the feeling of vagueness in a reader's mind is a point for the backbone of "copy." There is something in the boy from the country, who first views a great city and its rush of ambition and its throb of life, that reminds me of the field purpose should fill. It is this, the wild emotions which beset this youngster to succeed, to be one of those who make up that city.

Try as we men of the advertising world may, the public today is skeptical of the majority of the ads it reads. If this were not so, the advertisers of today would milk the country in a single year, for there is no doubt that most all readers of any publication see your ad and read it at least once a year. If they were convinced of all you say, they would undoubtedly become patrons.

There can be no sincere refutation of the charge that advertising has debased advertising. It is the crafty and larcenous advertisers who have brought down the popular and official condemnation on the advertiser of today. The man who tries to paint in his copy the same things he molds on his wares, who tells the simple tale of truth unvarnished and straightforward, is the man who wins. The copy of an advertiser in most cases tells his character or the business character, as plain as though it were written in letters of brass.

The greatness of all things of success is unquestionably a fixedness of purpose. This purpose must not end within your place of business or in the perfection of your ware. You must let your copy illustrate it, so that this silent salesman can go forth from the rumble of the press-room, luminous with power, that sends into your factory the orders that mean for an honest article everlasting patronage, even down to the third generation.

In the Bible we read, "Bread of deceit is sweet to a man; but afterwards his mouth shall be filled with gravel." "Every purpose is established by counsel and with good advice make war."



Why You Should Use A Self indexing Ledger

It Saves Labor, Time and Money
It Eliminates Bookkeepers' Mistakes

Every account is under its own printed heading, enabling *anyone* to find it without referring to an index. No writing of names in an index. No "leafing over" accounts you do not want, as is the case with even the most improved loose-leaf ledgers of other makes.

In the Kirtley Self-Indexing Ledger *two turns take you to the desired account.*

It is almost impossible to open two accounts for the same party; *it is impossible to open an account without indexing it.* In the Kirtley Ledger all accounts of the same name are under one heading; the initials act as subheads.

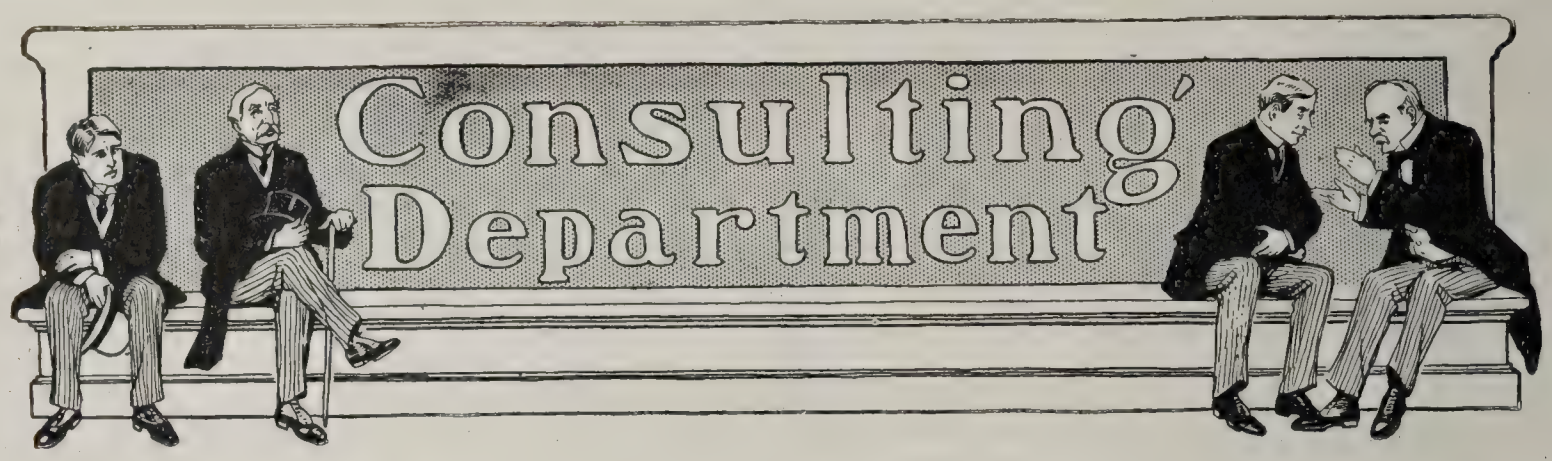
When posting or finding accounts the Kirtley *saves fully one-third of the bookkeeper's time* in any line of business. By saving his time it helps him to prevent mistakes.

The Kirtley has all of the advantages of the most improved bound or loose-leaf ledger with *its own self-indexing features besides.*

More than 100 varieties of the Kirtley Ledger are now made, in form and size to suit any line of business, whether it requires a series of ledgers or one small book. We have just published a very interesting book on "Saving Labor, Time and Money." We want to send you a free copy of this, also a Kirtley portfolio of loose-leaf or bound book sheets (state which.) They demonstrate clearly just how the Kirtley operates. Send for them to-day. Address Department B.

Hugh Stephens Printing Co.
Jefferson City Mo.

Please mention The Business Man's Magazine when writing to advertisers



Real Estate Records

WE have organized a force of 175 local agents, in the western part of the state, and have compiled a list of all of the lands that they have for sale. This gives us a very large list of valuable land for sale, to investors or home-seekers. Now, what we would like to get is some system that will land the customers, so that we can take them out to the western part of this state, and turn them over to our local agents, who will make the sales.

E. F. B.

The first requisite in such a system is a list of the property for sale and for this purpose I recommend Form 1. You will note that this form, which is printed on a card, has been devised especially for listing farm properties and provides for very complete information about any such property on your list. Since you are covering a large territory, it would be best to file these cards according to location, i. e., for the indexes, use guide cards on which are printed or written the names of the towns. At the top of the card you will have the name of the town, the name of the owner, and the price of the property. All cards representing property in a certain town will be filed back of the guide card representing that town.

Instead of arranging the town guides alphabetically, it will probably be best to arrange them by counties, using county guides subdivided with the town guides. The advantage of this method of filing is readily seen. Suppose you have an inquiry for property in a certain county or section

Town	Owner	Price	Number
Amt of Land	Nearest RR Sta. Distance		
School	Store	P.O.	Church	Acres Mowing
Tillage	Meadow	Pasturage	Woodland
Age of Wood and Timber and Kind			
Ft. of Timber	Cords Wood	Amt. Hay Cut	
Keep Head Stock	Acres Machine Mowing	Fruit Trees
Following Kinds	Small Fruit
Distance from Market	What Lake or River is it near	
Possible disposal of Milk		
Water Supply	Condition of House	
Description of House	
Description of Barns and Condition	
Mortgage	Terms	Will Exchange
Remarks	

Name				Town					Date					
County				State					Business					
Wants				Would Pay How					Source					
Nearest Agent				Address			Date Referred		Commission			Date Paid		
Literature Sent				From Letters Sent							Letters Written			
Date	What	Date	What	No.	Date	Replies	No.	Date	Replies	Date			Replies	
Results														

When wealth and fashion go in search of relaxation and amusement the most exacting standards of criticism prevail, and only unequaled quality finds favor.

MURAD CIGARETTES

immediately won the approval of the most discriminating by their original, mild, attractive blend, rich flavor and delightful fragrance —and continue to grow in favor because of their sustained high quality.

10 for 15 cents

S. ANARGYROS, Manufacturer
111 Fifth Avenue
New York

Waldorf-Astoria Roof Garden, New York.

of the state; reference to the cards in that division of the file will show you at once whether or not you have property that will answer the requirements.

After listing the property, you will require a system for handling the inquiries. For this purpose, Form 2 is used. When an inquiry is received, one of these cards is filled in with the name and address of the applicant, the date received, a brief memorandum of the property wanted, the manner in which he is willing to make payments, and the name and address of the nearest agent. Below, the card is ruled for a record of follow-up matter sent; this is divided into three classes, viz.: literature meaning printed matter, form letters, and special letters with dates of replies. If you have an agent or a connection with another real estate firm near the applicant, you will naturally wish to refer the inquiry to them and in such cases the date referred will be entered on the card. This card provides for a record showing just what you have done in the way of following up the inquiry. On the back of the card you can note the property offered him and, if you do not succeed in selling the first property, you can offer him something else but the card should show just what properties have been offered from time to time. In this connection, we might say that the agent should be furnished with a complete list of the properties you have for sale so that he can use his judgment to a certain extent in negotiating with a customer.

Again referring to Form 1, it is a good plan to note on the back of this card the dates when it is offered and the names of the customers to whom offered. This will prevent your offering the same property to several customers simultaneously, but when negotiations with one customer cease, this fact should be noted on the card.

These two forms furnish a simple yet complete system, for one file would show what properties you have for sale in different sections, while the other will show the names of all prospective customers.

J. B. GRIFFITH.

The Cashier's Romance, or a Lost Balance

IN THEIR DESIRE TO RENDER TIMELY PROFESSIONAL AID TO A BROTHER IN DISTRESS MANY SOLUTIONS, WITH MUCH EXCELLENT ADVICE, ARE OFFERED BY OUR SUBSCRIBERS

THE perplexities of Mr. Lorimer as described in our May number have called forth a most edifying display of charitable and timely assistance from his professional brethren. We do not know when we have ever had the privilege of conveying to an afflicted subscriber so voluminous a response to an appeal for help, although not many such appeals are presented in so heartrending a style nor command such a flow of sympathy by the unusual nature of the trouble.

The majority of those who have hastened to the aid of Mr. Lorimer are ready to prove that the amount of the lost balance was $76.50. We regret to say that a steady minority declare the amount should be $56.70, so that we are in no way ahead of the two expert accountants to whom he refers and who differ in their solutions of the problem to the extent of nearly $20.

As one of our subscribers justly remarks —"As Mr. Lorimer proposes to foot the bill I imagine he will take the (first) amount mentioned—$56.70. If he is an appreciative chap he might as well mail me check for the difference to remunerate me for my advice."

On the other hand, many correspondents select either $56.70 or $76.50, and contemptuously criticize the ability of the two expert accountants heretofore alluded to because of their differences.

That a fellow feeling makes us all akin is pleasingly illustrated in the following quotation from the letter of a brother from Missouri.

"Anyone who has passed through the thrilling experiences of Mr. Lorimer, and also lost his balance, is certainly deserving of some consideration, and his appeal for assistance should be heeded, for when a fellow loses his balance, wise or otherwise, his position is very unenviable, although it may be preferable to that of the lunatic whose acts are responsible for the controversy."

Another accountant most reasonably suggests that it would have been wiser on Mr. Lorimer's part to have recollected the amount of the cash balance than the "lunatical problem by which it was obscured." This is very justly a matter for serious consideration, and undoubtedly influences another subscriber who expresses his appreciation of Mr. Lorimer's desire to restore the lost amount out of his own pocket.

Many of those interested in this unusual problem have submitted algebraic, and others arithmetical, solutions, and we append for the information of our readers the contribution received from Mr. W. H. Hartney,

$1 FOR A COMPLETE MAIL ORDER COURSE



Biggest Offer Ever Made. Nearly 900 pages of interesting, solid and instructive matter relating to every subject of ADVERTISING and the MAIL ORDER Business.

IF you are a business man, advertising student, mail order man, ad writer or connected in any way with advertising or the mail order business, send $1, and take advantage of this offer to-day.

Advertising, edited by Arthur E. Swett, has for its contributors the most brilliant and experienced advertising men in the world and every conceivable subject pertaining to advertisement writing, space buying, system, methods, etc., is discussed in a masterly manner at once interesting to the tyro and convincing to the most experienced advertisers—such as: The Chance for the Small Business, Striking while the iron is hot, Mailing Cards, The Value of Price in Advertising. Why booklets bring business, Doctors and Advertising, The Farmer, the Catalogue, Letters the mainstay of the Proposition, Saving Bank Business by Mail, Retail Advertising in the Country, How Country Merchants can draw trade, Employing an Ad Writer, The Advertising Writer and the man who pays him, Word of mouth advertising, How and why the Ad Writer gets business, Good Schemes and Bad ones, Continuous Advertising, Inactive Advertising Matter, etc., etc., and a mass of other interesting matter too numerous to mention. The man who is studying advertising by correspondence will be interested in **"The Letters of an Advertising Man to His Younger Brother,"** which discusses in a series of heart to heart talks the trials, difficulties and temptations that beset the young advertising writer in learning and following his profession. **"Principles of the Mail Order Business,"** the most complete, practical and comprehensive book on this branch of advertising ever published. This important subject has never before been fully treated in a special work of this kind. A complete synopsis of contents is impossible in the space alloted in this ad. but it covers every branch of the mail order business in **20 complete chapters, fully illustrated.**

Chapter I. Largely introductory. Shows the great possibilities of the mail order business. How manufacturers can market their goods by this method, either by selling to retailers, smaller mail order dealers, or direct to the public.

Chapter II. The standpoint of the small dealer. How to begin the business as a side line acquiring the necessary experience to go in deeper. Ready-print circulars and catalogs. How to keep records by the card index system. How to follow up inquiries. buying the right class of circulation. Value of the different monthlies. How to place your ad in papers that will pull

Chapter III. The catalog business. How the profit is made. The evolution of a mail-order customer. How a customer is secured. The kind of ads that pull. Amount of money to spend in advertising. How to place it advantageously, etc.

Chapter IV. The follow-up system. Examples of follow-up letters that bring a large percentage of orders.

Chapter V. The class of goods for the man with limited capital. How to grow from cheap goods into a more pretentious class of articles. Examples.

Chapter VI. Selling goods through agents. The right method. Price and profit. Examples of good ads and letters.

Chapter VII. "Hints by the way." Practical experience of a concern that has succeeded where others failed. Three follow-up letters that will prove excellent models for many mail-order dealers.

Chapter VIII. The mail-order medicine business. Inquiries, and how to turn them into orders. The value of testimonials, and how to get them. The price and the profit. The value of a new idea, etc. Examples of good ads and letters.

Chapter IX. Selling medicines through agents. How to get agents and how to keep them. The literature. Selling on consignment and making collections. Three strong letters to agents. This is a long chapter—the subject is fully covered.

Chapter X. Giving satisfaction. Promptness in filling orders. Slack methods and where they lead. The keystone of a successful mail business.

Chapter XI. Legitimate schemes. How to make a big profit and still give satisfaction. Samples of scheme circulars and follow-up letters. An example of a good scheme is given.

Chapter XII. The trust or consignment scheme is gone into fully. The author has had wide experience in this class of business and speaks with full knowledge. The best class of articles and premiums are shown in the light of practical experience. Where to buy at lowest prices. How to get replies at the lowest possible figure. Delinquent creditors. How to keep the percentage of losses down. Examples of dunning letters. Do not go into the trust-scheme business without reading this chapter.

Chapter XIII. Advertising mediums. Importance of

Chapter XIV. Typographical detail. How space is measured. Display ads. Reading matter ads. A flat rate. Classified ads. Position. How to send copy, etc.

Chapter XV. Postal pointers. What you ought to do and what you ought not to do. Postal regulations and infractions.

Chapter XVI. The future growth of the mail-order business. This class of trade constantly increasing. The impetus given the mail trade by the extension of the Rural Free Delivery. The cumulative results of circular mailing. How to strengthen a good first impression so that an order follows. This chapter shows the way to "key" your ads effectively.

Chapter XVII. "Miscellaneous Schemes." Matrimonial bureaus and their operation. The right class of advertising literature. Courses in hypnotism, and the immense profits realized. Palmistry, Astrology and Physical Culture are also given attention. How to start a successful book or subscription business by the mail-order method. The books that sell. Valuable points on guessing contests and puzzle offers.

Chapter XVIII. Gives exhaustive consideration to the question of Financial Advertising. How to get mail-orders for investment securities and speculative ventures on margin. Literature and methods. The best mediums to use. Brokers' advertising. The discretionary pool. Get-rich-quick schemes. Real estate advertising. Building and loan societies. Selling mining stocks. Follow-up letters, etc. Three model letters showing the right sort of argument to use.

Chapter XIX. This chapter gives a plan for working up a very profitable business. Small capital is required. Where to get goods that will sell. A number of valuable points for every beginner in the mail-order business

Chapter XX. Contains a number of letters of mail-order firms (names omitted) who were not succeeding as well as they should, or who had made absolute failures of the business. The reasons for the lack of success.

The Appendix contains the names of manufacturers and jobbers who supply mail-order men with goods, supplies and circulars needed in their business. Full addresses are given.

This book is a mine to all mail order men and other business men who wish to extend their business. It will give you the requisite knowledge to enter the business intelligently, and with prospect of success. You will receive this book and a year's subscription to Advertising (12 numbers, 2 volumes.)

SEND $1 TO-DAY and take advantage of this great offer, which contains the biggest dollar's worth of advertising instruction advice and information ever offered.

ARTHUR E. SWETT, Royal Insurance Building, Dept. 9, CHICAGO

Please mention The Business Man's Magazine when writing to advertisers.

auditor of the Lehigh & New England Railroad Co., as follows:—

"Having had a copy of THE BUSINESS MAN'S MAGAZINE for the month of May, 1906, handed to me by a young man employed in an office where I was transacting some business a few days ago, my eyes fell on the article, 'The Cashier's Romance, or the Lost Balance.'

"As I had spent some years in looking up lost balances, with more or less success, I at once became interested, and without reading the whole proposition commenced working with a view to the untangling of your trouble and had apparently after several trials solved the same to my satisfaction by fractions but when reading over more carefully I discovered I had omitted taking into account the original cash balance.

"With this new understanding of the problem I obtained on second attempt, the result as hereafter explained.

"While recognizing that the article had not been written in good faith as to the author's inability to solve the same, nevertheless, I will endeavor by a retrograde movement, to throw sufficient light on the unfortunate predicament in which he seems to have been placed, to enable him to perceive the amount requisite to make good; and trust he may have no difficulty in raising the necessary wherewithal, that it may be possible for him to give his backer the assurance that his accounts are straight; even though his cash book, were it not burned, would bear the ear marks of crookedness, viz., erasures, which would disqualify the same from being accepted as legal evidence.

"Let us assume that Mr. Lorimer had in his possession $765.00 at the time this 'nutty customer' proceeded to take unwarranted liberties with his cranium, from which deduct 10 per cent or $76.50 for loss of time while in that dreamy state, and for paying expert accountants to figure out where he was at, also deduct the endorsed check of $406.26, which was evidently 'N. G.,' and in all probability would have been returned marked 'no funds,' and which leaves a balance of $282.24, extracting the square root of which leaves but $16.80, to which add the sum of $8.70 for luck, or just because it is divisible by three (that omen of good fortune), which will show $25.50 against him, then multiply this amount by three and we have $76.50, the original balance, and which is one-tenth of the assumed amount.

"That the above may assist Mr. Lorimer to extricate himself from the unfortunate dilemma in which he found himself, is my wish, and I will have reason to feel glad of the circumstance which placed a copy of THE BUSINESS MAN'S MAGAZINE in my hands."

Now

If you have hard work to do,
Do it now.
Today the skies are clear and blue,
Tomorrow clouds may come in view,
Yesterday is not for you;
Do it now.

If you have a song to sing,
Sing it now.
Let the notes of gladness ring
Clear as song of bird in Spring,
Let every day some music bring;
Sing it now.

If you have kind words to say,
Say them now.
Tomorrow may not come your way.
Do a kindness while you may,
Loved ones will not always stay;
Say them now.

If you have a smile to show,
Show it now.
Make hearts happy, roses grow,
Let the friends around you know
The love you have before they go;
Show it now.

—*New York Sun.*

$1500 a Year For Life



One of Our
15 Month-Old Trees

IF you wish to save for old age or provide for healthy middle age, you can not find a more conservative or a more reasonable investment than we have to offer—more profitable than life insurance—safe as city real estate, yet not so costly—better than a savings bank, for the return is greater.

We have full and complete literature, showing conclusive facts, logical figures and definite reference of good character, proving beyond any doubt that our proposition is bona fide, certain and profitable. Our booklets give "reasons" and anyone who can spare from $5 to $25 a month can provide for old age and protect themselves against the ravages of time, the chances of poverty and the misfortune of ill health by securing a competent income that will cover all necessary living requirements.

It is worth your time to ask for our booklets—do this today in justice to your future. It is not only the man who saves, but he who saves profitably. The demand for rubber can never be fully supplied—a rubber plantation is more hopeful than a gold mine—our booklets tell you the facts that have taken years to prove—write for them today.

This company is divided into only 6,000 shares, each one representing an undivided interest equivalent to an acre in our Ystilja Rubber Orchard and Plantation, consisting of 6,000 acres (one for each share) in the State of Chiapas, Mexico—undeniably the finest rubber land in the world. Our booklets will prove to you that five shares in this investment, paid for at the rate of $25 a month, will bring you an average return of 25 per cent on your money during the period of seven years and an annual income of $1,500 for life. This investment insures absolutely the safety of your future. The man or woman who owns five shares in Ystilja rubber plantation need have no fear of old age, no doubts about illness, no care nor anxiety for after years—you are safe—absolutely and certainly—our booklets will prove these statements—write for them today.

Conservative Rubber Production Co.
612 Monadnock Building, SAN FRANCISCO, CALIFORNIA

What Do You Get On Pay Day

—Just enough to carry you until the next, without a dollar to invest? Then this offer of the International Correspondence Schools is **vital** to you! If you will indicate on the coupon below your choice of an occupation, this great institution will **at its own expense** show you how you can without neglecting your present work, leaving home, or *distressing yourself financially*, qualify yourself for a high position and a good salary. There is no risk; no catch; no humbug! This is a bona fide offer to *earnest men and women*, by an institution of fourteen years' standing, representing an invested capital of $5,000,000. *Can you afford to pass it by?*

Special Offer—For a short time everyone asking for information will be entitled to a special discount if they decide to enroll. Act now and profit by this special self-help offer.

International Correspondence Schools,
Box 1076, SCRANTON, PA.

Please explain, without further obligation on my part how I can qualify for a larger salary in the position before which I have marked X

Bookkeeper	Mechanical Draftsman
Stenographer	Foreman Plumber
Advertisement Writer	Elec. Lighting Supt.
Show Card Writer	Mechan. Engineer
Window Trimmer	Surveyor
Commercial Law for Clerks & Bookkeepers	Stationary Engineer
Illustrator	Civil Engineer
Civil Service	Building Contractor
Chemist	Architec'l Draftsman
Textile Mill Supt.	Architect
Electrician	Structural Engineer
Elec. Engineer	Bridge Engineer
	Mining Engineer

Name_____

Street and No._____

City_____ State_____



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AND
The Book-Keeper

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E. H. BEACH, Editor.

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NEW YORK, Johnston Bldg, 28th and Broadway.
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VOL. XIX JULY, 1906 NO. 1

Official Accountancy.

GOVERNMENT accountants are, as a matter of course, superior beings to those who afflict commercial circles. They move in a mysterious way their wonders to perform, always preferring the use of red tape to common sense.

Exploits such as one department memorializing another for the purpose of acquainting that department with the fact that the president's salary check is short one cent of the proper amount—of that department memorializing another department to make a voucher for the said cent—of that department memorializing another department to make a proper distribution and allocation of that cent—of that department memorializing another department to duly audit the voucher for one cent—of that department memoralizing another department to draw a check in payment of that cent—of that department memoralizing another department to forward the check to its destination—and finally of the president framing the check for one cent as a heritage for the future ages and a souvenir of the inimitable methods of twentieth century official accounting—exploits such as these are matters of popular knowledge and admiration.

It is somewhat disturbing to find that other governments, in their foreign and naturally inferior ways, have similar methods of meeting and solving accounting emergencies and problems.

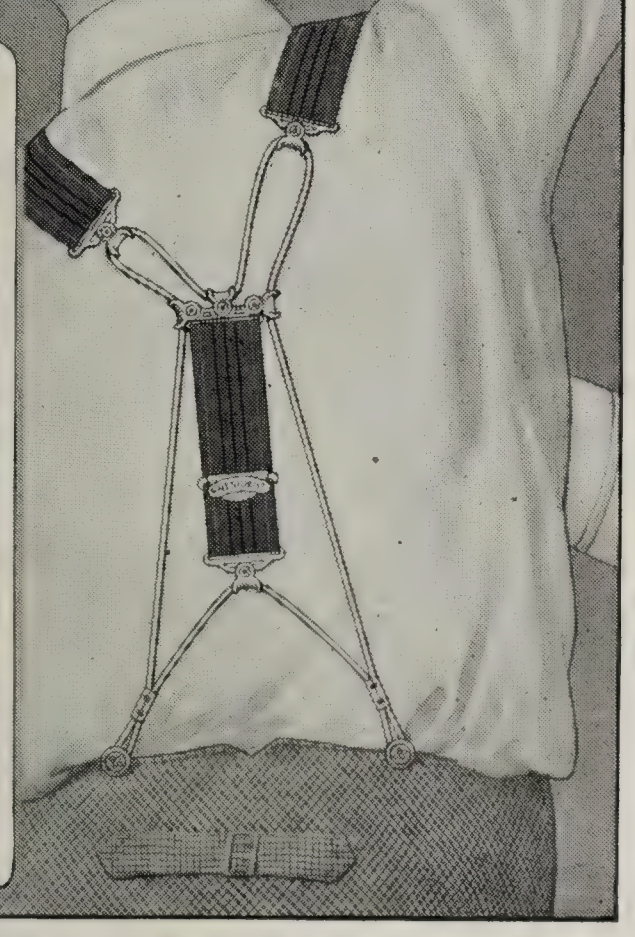
Here, for example, is the great and glorious war office of Great Britain stooping to instruct its officials in the art of calculating depreciation on army clothing. It appears from a story told by a contemporary that a private soldier was so unfortunate as to lose his service overcoat and, according to the army regulations, the value of this overcoat must be deducted from his salary of one shilling per day. Now the war office is economical in small things, if not in large ones, and after a soldier's overcoat is no longer respectable in appearance it is returned to the quartermaster, who then issues a new garment and sells the old one to some captain of industry who converts it, with others, into some staple product for consumers. Therefore, the value of a worn-out overcoat is the amount it will realize from the old-clothes man.

But the question is—what was its actual value on the day it was lost? Here is the formula:

"The calculation of the value of a lost overcoat should be made by deducting the value when worn out from the value when new, as given in Article 75 of 1865 Clothing Warrant, dividing the remainder by the number of months the garment should wear, multiplying the quotient by the num-

President Suspenders

THEY MOVE NONE SO EASY



Notice how—as in this picture—President Suspenders work without even slightly pulling the trousers.

Raise either shoulder & the movable back will slide quickly & gracefully, with absolutely no pressure on the shoulders, making **Presidents** delightfully easy suspenders.

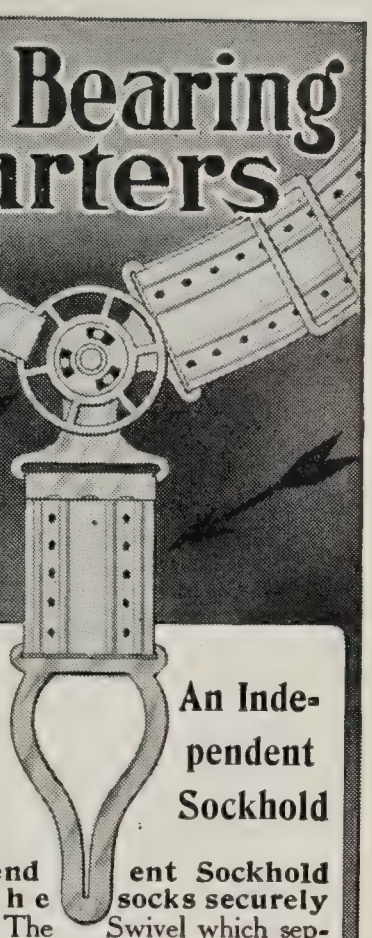
The braided cords pass through little slides without friction, first one way, then the other, as you bend, lift, or reach. There's no strain on the webbing, or anywhere.

For comfort alone, **Presidents** are worth many times the price. For long service, none equal them. Try a pair—you're bound to like them.

Light, medium and heavy weights. 50c. and $1.00. A guarantee ticket on each pair; read it. Once you decide to wear a pair, stick to it. If your dealer has none, buy of us.

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Ball Bearing Garters



A Ball Bearing Swivel — **An Independent Sockhold**

The Independent Sockhold keeps the socks securely in place. The Swivel which separates the sockhold relieves the tension on the webbing. Thus there can be no slipping or binding. Because of the Ball Bearing Swivel these garters will wear about twice as long as any other kind.

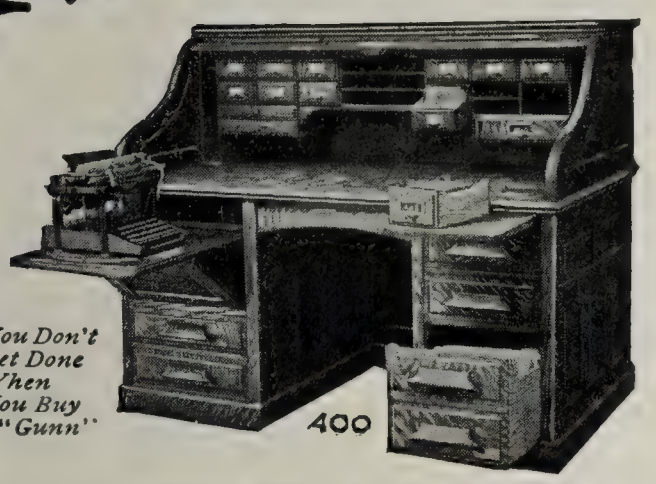
If not at your dealers, send 25c. for a pair to us.

Ball Bearing Garters and President Suspenders in a combination box 75c.

THE C. A. EDGARTON MFG. CO.
505 Main St., Shirley, Mass.

Return reverse half of Guarantee Ticket with 10c. for pack of President Playing Cards.

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A larger assortment than any other maker in the country produces.

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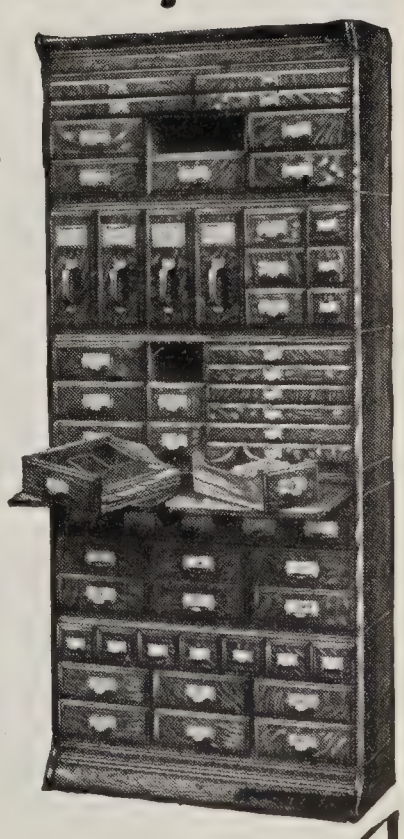
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ber of months the garment has actually been worn, and subtracting the sum thus obtained from the total value of the new great-coat. The balance is the amount that should be charged."

Railroad Men Object.

In May THE BUSINESS MAN'S MAGAZINE sent to prominent men of the country a large number of announcements calling attention to its proposed campaign against organized railroad abuses. Among those whom it was sought to favor is Mr. Chas. M. Walker, of Greenboro, North Carolina. There is something of a hint in this reply that he did not appreciate the intended favor:

"Gentlemen—Being a railroad man, I don't care a cuss to read your damnable fulminations against the greatest civilizers of modern times, and the greatest providers.

Yours, C. M. WALKER, 5-18."

As nearly as distance will permit we shake with Mr. Walker. It is not requisite to agree with a man in order to admire his courage in getting right out and declaring himself. He admits the bias of self-interest, which would bar him from dealing with the case were he a legislator or on the bench, but he boldly issues his proclamation over his own name. His diction is like the crack of a six-shooter, but his aim is bad when he damns the "fulminations" before he has had a chance to read them. The futility of arguing with one committed to the doctrine of predestination is a lesson learned and impressed since the days of Calvin.

No one questions the claim that the railroads are great civilizers and providers. What the people are awakening to is the fact that they can have these mighty agencies for good without being robbed and tyrannized over by the most lawless commercial power that ever dominated a nation. School houses and school books are conceded to be in the line of civilizers, but there is scarcely a large city in the country where they have not been used in the outrageous plundering of the people. Beef is still held in high esteem among good providers, but there is an assertive opinion that we can get this edible without supinely enduring the outrageous abuses of the beef trust.

There is no thought of getting rid of the railroads. They are to keep right on with their civilizing and providing, but they are to serve their appointed purpose without longer using it as a cloak for oppression, spoliation, illegal concentration of wealth, conspiracy with other incorporated plunderers and the wholesale debauchery of our civil institutions. We can have a higher civilizing influence and more generous provision through the railroads by regulating those who have been retarding civilization and lawlessly appropriating the provisions.

The Mission of the "Follow-up."

One of our subscribers comments on the follow-up, claiming that it is "worked to death." He says:

"In these days of 'follow-up' systems, frequently worked to death, we think your readers would be interested in a letter actually received by the concern with which I am connected. I am not at liberty to mention the name and address of the writer; but I enclose copy of this unique document." The letter referred to is as follows:

"Some few days ago we had the pleasure of sending you our catalog and circular upon your request, naturally supposing that you were greatly interested in our filing systems, and also anxious to take advantage of the opportunity and get the benefit of our long experience in filing systems by laying you out and explaining a system for your particular requirements. One that would net you the greatest results in operation, which is no doubt the one point in view. It is not the first cost of an outfit but it is the saving to be obtained in the operation of the system which is far greater than the expense of an outfit. We will now have to ask you, inasmuch as we have not received a reply, what became of your order. You will no doubt appreciate that we have you in our follow-up system and will follow you up four or five times unless you give us some information regarding the prospects for us receiving your order or take the matter up further with us. Is it because you have purchased locally that we do not receive as low prices from us as elsewhere? However, you have not given us an opportunity to quote you on your needs.

You will appreciate that it is considerable expense to keep up a follow-up system, following up people who are not further interested in our goods, and trust you will take the time to advise us by return mail as to your decision in the matter.

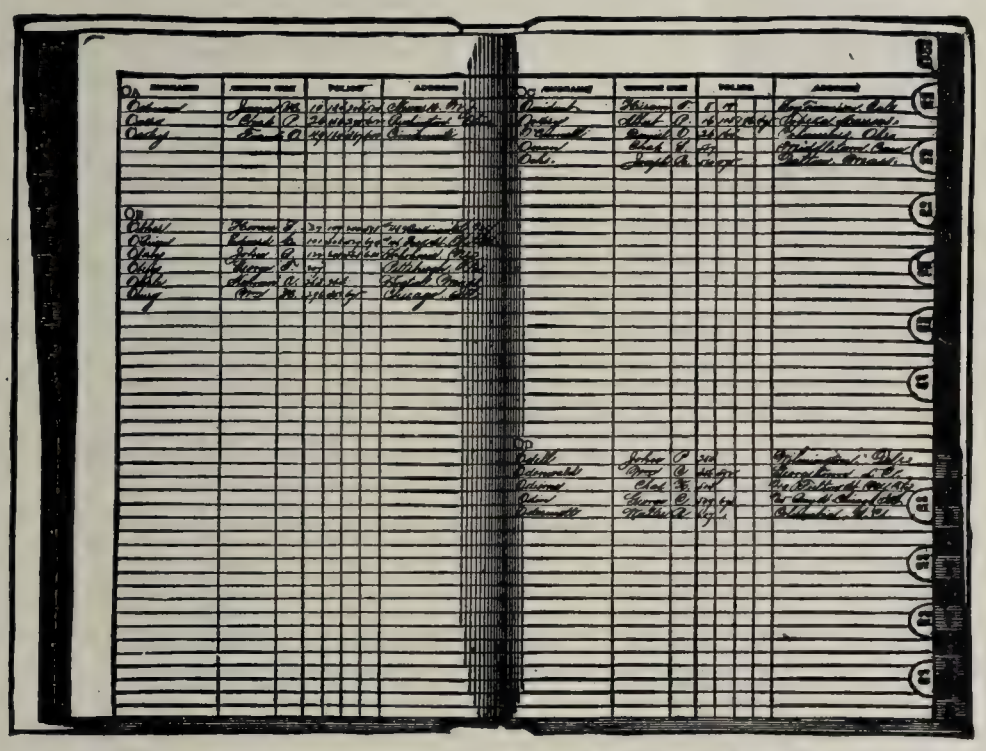
Thanking you in advance for an early reply, we beg to remain,

Yours very truly,"

It seems to us that there is a little misapprehension here. This particular letter is a pretty poor piece of work but the idea is all right. Consider it a moment. When information was sent you it was sent at your own request. This applies not only to this case, but to tens of thousands of others. The information is sent freely and gladly—which is as it should be. But no further word is received by the sender. He is then at liberty to consider that one of these following is true:

Information not received.

TWO BOOKS EVERY BOOK-KEEPER SHOULD USE!



BURR'S
Patent Combination Index and

BURR'S
Improved Trial Balance Sheet

The use of these books saves valuable time and labor. They will be found invaluable in every office having numerous names to handle. The **"INDEX"** is alphabetically subdivided, so that any name can be found at a glance—**practical, simple and convenient.** The **"TRIAL BALANCE SHEET"** is so arranged with short leaves that writing the names but ONCE in twelve months is avoided. **Send for Illustrated Catalogue and Price List.**

SOLD BY ALL STATIONERS GENERALLY.
ASK TO SEE IT!

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HARTFORD, CONNECTICUT
THOUSANDS NOW IN USE GIVE THEM A TRIAL

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"KALAMAZOO"

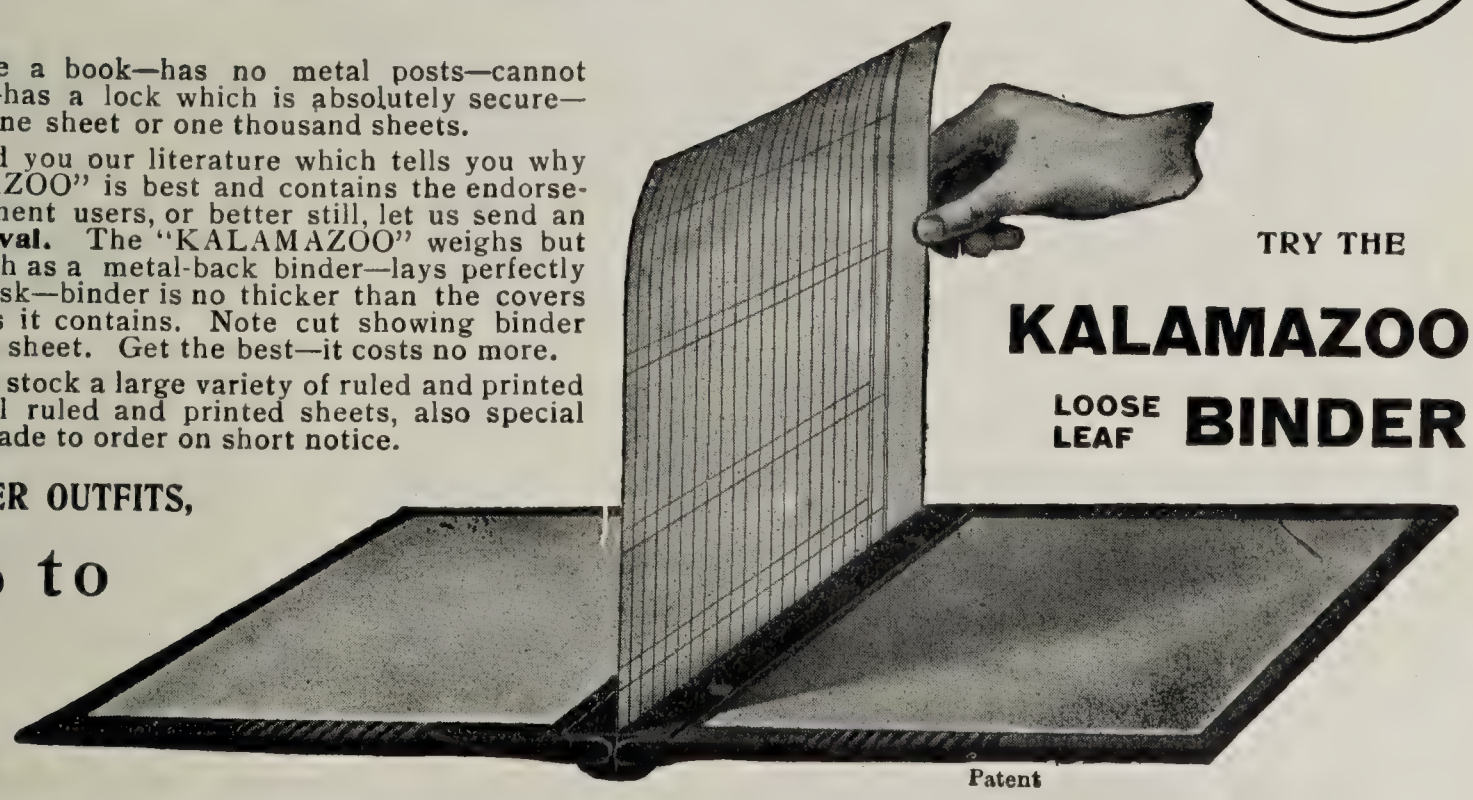
1000 TO 1

Noted for its Simplicity and Perfection to Bind and Hold One Sheet or One Thousand

¶ It looks like a book—has no metal posts—cannot mar the desk—has a lock which is absolutely secure—that will bind one sheet or one thousand sheets.

¶ Let us send you our literature which tells you why the "KALAMAZOO" is best and contains the endorsements of prominent users, or better still, let us send an **outfit on approval.** The "KALAMAZOO" weighs but one-half as much as a metal-back binder—lays perfectly flat upon the desk—binder is no thicker than the covers plus the sheets it contains. Note cut showing binder holding but one sheet. Get the best—it costs no more.

¶ We carry in stock a large variety of ruled and printed sheets. Special ruled and printed sheets, also special sized binders made to order on short notice.



TRY THE
KALAMAZOO LOOSE LEAF BINDER

STOCK LEDGER OUTFITS,
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TELEPHONE OR WRITE US

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Room 1803, 150 Nassau St.

KALAMAZOO LOOSE LEAF BINDER CO., Dept. N, Kalamazoo, Mich., U. S. A.

Please mention The Business Man's Magazine when writing to advertisers.

Information not complete.
Information not satisfactory.
Order placed elsewhere.

The sender has something to sell. If he cannot make a sale he wants to know why—which is perfectly natural. What is more natural, then, than for him to ask a question regarding it—and what more discourteous than to neglect or ignore that question? If a circular letter is sent without your request it is a very different thing, but where you *ask* for information and *get* it the least that can be done, in all decency, is to advise the sender of your decision. As for the follow-up being "worked to death," there is a chance for a difference of opinion. To persist in a good cause is a laudable thing. Here is a man or a firm starting out to sell you something (at your own request). It is perfectly proper that they should continue to try until you buy or else until you tell them to stop. If you want it stopped a postal card will do it. Use common courtesy then and send the postal. It is pretty sure that you will hear no more of the matter. It is possible to criticize the letters sent out—sometimes severely, as in the above case, but that does not affect the principle involved. Briefly stated that principle would seem to be: You started it. It is your duty to stop it when it has performed its mission in your case.

Business Women vs. Men.

For the sake of gathering opinions, THE BUSINESS MAN'S MAGAZINE reproduced an article on "Business Women vs. Men," originally published in the New York Commercial. That paper did not father the opinions expressed on the subject, but quoted them from the head of a big establishment in the metropolis. The meat of his statements is that up to $50 a month a woman is all right. "After that she is not eligible, at least with us." The line of argument in support of this proposition is a familiar one. Woman is out of her element as a wage-earner. From the beginning it was intended that she should preside in the home and man be the provider. The qualities which make a power in the home are a hindrance to her in business. Women are cheaper, and for that reason are employed up to the point where real business capacity is an essential. They are not fitted for positions of power and large responsibilities.

The purpose of putting this quoted article before our readers has been accomplished with a vengeance. The offended of the fair sex come back with fire in their eyes and a sting in their tongues. Among the forceful champions of her sex is Eva M. Talcott, employed in a very extensive business institution of Chicago. She frankly makes it known at the outset that she is in an inflamed frame of mind: "I don't know that I ever saw such a rank article on the subject of business women, and it makes me mad! That's the word—mad!!"

Further along our "mad" correspondent puts more ginger into the game: "This subject is too broad to be disposed of in a quarter-page article such as you publish, and shows narrow-minded, short-sighted consideration; moss-grown, as it were, a New York idea, pure and simple. It used to be said that women had no judgment, but now we are conceded that in a measure, and one by one the false theories are exploded; and still the croakers come; but. we are thankful to say, not from the west, not from the west!"

Because of experience, observation and study, Mrs. Talcott establishes her right to go after the man in New York who so wisely failed to connect his name with his interview. For 16 years she has been in business life and never drew a salary so low as $50 per month. She assures us that she is prepared to give the names of hundreds of girls who draw more than that pay, and of a large number getting from $75 to $125 per month in positions of confidence and trust; "positions which are not filled by the young men of Chicago because of the distrust their bad habits have engendered."

Our welcome correspondent goes on to say that women are not working against men, but for and with them; are satisfying employers or running their own commercial enterprises with profit, are not inferior to men clerks in deposited gray matter, are sober, honest, careful in attention to detail, are neat in appearance, "all of which are moving her to the fore, notwithstanding the prejudice of centuries." * * * "There are girls, I know, who enter the field and pose as business women, who seek only for a short period of money-getting, and perhaps the attention and admiration of men, but these are but the froth who call down the harsh criticism expressed in your criti-

Why the Bates is Best

Economy

Numerical systems are admitted to be time-savers. Make them money-savers. Even the clerk, for whose accuracy you pay, can make mistakes. The new boy, at an insignificant salary, can do better with the original Bates Hand Numbering Machine. Set in accordance with the needs of your system—at consecutive, duplicate or repeat—the machine proceeds automatically. Requires no thinking, cannot err, cannot make an illegible number.



Durability

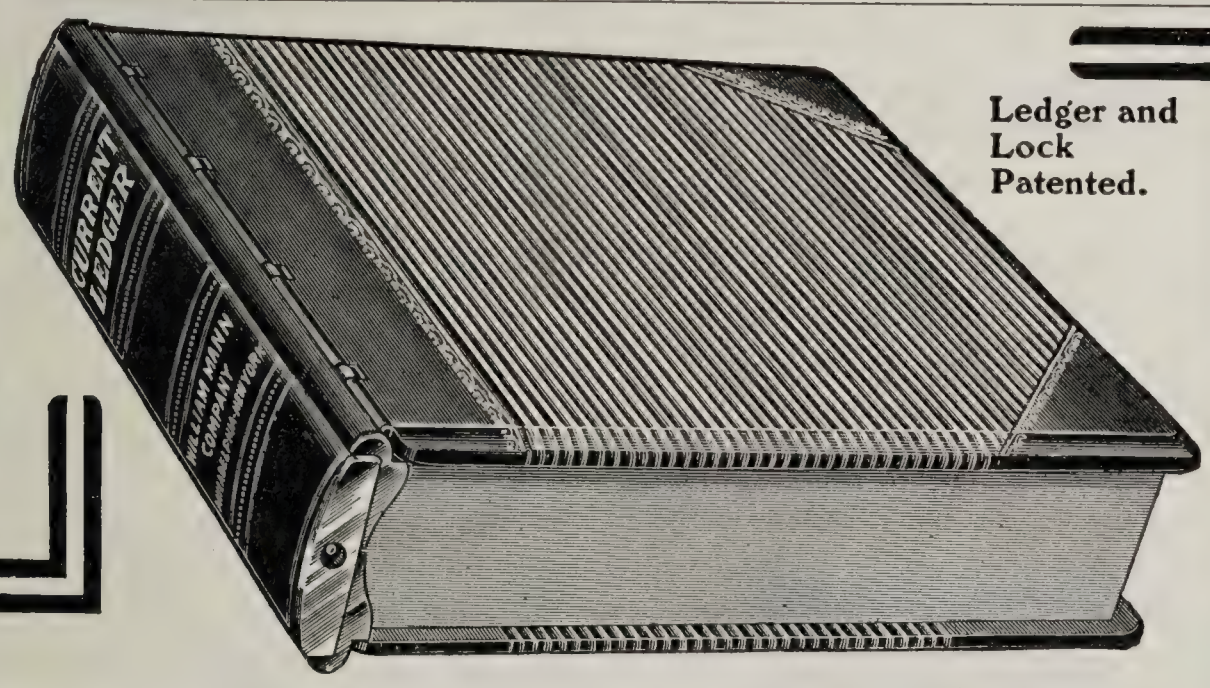
There is a vast difference in numbering machines. Some are made to sell cheap, others are made to last. The exposed construction of the cheap machine is the main cause of the ever increasing repair item. All working parts of a Bates are enclosed in a dust and dirt proof case. With ordinary business use, it will last a life time. This reputation is enviable, so beware of imposition.

The original Bates Automatic Hand Numbering Machine is made only at the works of Thomas A. Edison, Orange, N. J. We have a booklet that will make our case even stronger than the facts here presented. It will pay you to write for it.

Bates Mfg. Co. 5 Lakeside Avenue, Orange, N. J.
31 Union Square, New York

The Mann Ledger

Interchangeable Leaves.



Ledger and Lock Patented.

Those who have been deterred from using Loose Leaf Ledgers from fear that leaves would be manipulated, are now enabled to install a Mann Ledger with a Yale Lock, rendering it absolutely proof against manipulation. The mechanisms of Lock and Binder are operated by one key.

Our Sectional Post Transfer Binder, Current Holder, and Deprima Flat Opening Leaf, complete an outfit which is high grade in every respect. Write for Illustrated Catalog.

We are owners and manufacturers of Leslie Binders and Leaves.

WILLIAM MANN COMPANY

Blank Book Makers, Stationers, Printers and Lithographers. Manufacturers of Copying Books and Papers and Loose Leaf Devices.

59-61 Maiden Lane, New York. 529 Market St., Philadelphia, Pa.

cism. I guess we can stand it, also the efforts of some men to place themselves forever on a high pedestal with a mark on the brow, 'Brains within.'"

Mrs. Talcott, in pushing her contention that all the wisdom does not emanate from the cranium of the man who sits at the desk as proprietor, manager or in other responsible capacity, takes a fall out of certain types. She points to the poorly educated man who mumbles and stumbles through his words, while his stenographer uses her brains to put his ideas in English which looks and sounds right. "Then watch him sign his name with a flourish to her finished effort, and then hear him say with pride and satisfaction: 'Gee, but I'm getting to be a fine dictator!'" Then she lands on the man in business with a hand like a ham, clumsily trying to drive a pen or a bargain and falling far below the mark. "Let all seek their level, I say, and sex will no longer be a bar to advancement in this great country of ours where women have played such a part in upbuilding; and it is manifest that she will not back to the kitchen and wash tub until she can no longer enjoy the very pleasant reception she now receives in the field of business."

Now does the arch offender from Gotham care to stick his head out of the bushes?

How to Make a Gain on Unsubscribed Treasury Stock.

Fish stories we recognize from afar—nautical yarns we pass by on the other side—the paint of exaggeration we sniff from a distance—but who can fathom the comic departments of accountancy, that cult of facts and figures whose high priests are as immutable as their mysteries are invariable?

There are occasions when the entire staff of THE BUSINESS MAN'S MAGAZINE sinks into a state of literary coma, from Friend Beach down to the very smallest and most insignificant perverter of the truth the business can afford, and all realize how very puny our efforts to amuse by indirection really are.

The case under consideration calls for one mine and one mining corporation.

The price of the mine was $50,000. The company incorporated for $100,000 (1,000 shares of $100 each), and $1,000 cash was paid on $10,000 of stock subscribed. The mine could not be purchased for $1,000, so the necessary $49,000 was raised by a loan in the ordinary manner. The corporation also borrowed an additional $50,000 for development purposes and after this working capital had all been expended, they were fortunate enough to "strike it rich," so that they were enabled to sell the mine to a syndicate for $250,000.

The books therefore now showed as follows:

ASSETS.

Construction and Development Account	$ 50,000
Cash	250,000
Stock Subscriptions Unpaid	9,000
Treasury Stock	90,000
Total	$399,000

LIABILITIES.

Bills Payable	$ 99,000
Mine Credit	200,000
Capital Stock	100,000
Total	$399,000

After discharging the liabilities on bills payable there was a surplus of $150,000 on hand and the directors ordered the book-keeper to proceed to close out the company's affairs and to declare and pay a dividend of 150 per cent. The book-keeper immediately "got busy," distributed $15,000 among the stockholders by way of dividend and credited treasury stock with said dividend at the rate of 150 per cent ($135,000 on $90,000 unsubscribed), reporting to the astonished directors that the treasury stock showed a profit of $45,000 and requesting instructions as to the disposition of the said profit.

The directors looked askance at that new profit of $45,000—regarded it with a kind of awe—something after the style of a rarebit dream to be carefully avoided—something entirely unaccountable and phenomenal in their experience, and instructed the book-keeper to ignore the gain on treasury stock and to go ahead and declare another dividend of 135 per cent. So the book-keeper distributed $13,500 among the stockholders, credited Treasury Stock with $121,500, and reported to the amazed directors a further gain of $31,500 on the Treasury stock account.

Upon this the directors called on the book-keeper to furnish an itemized statement of account, showing what he meant, and what he was doing, and the book-keeper presented the following figures:

USES ANY STEEL PEN

Straight, slant, crooked, stub or oblique pens, large or small, can be interchanged in the

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without any trouble or loss of time. **THE PATENTED FEED NOZZLE** can be pushed in or pulled out to suit any length of pen.

With the Klio so easy to obtain, no one need ever again put up with the nuisance of old-fashioned, clogging and leaking pens.

The Klio fills every requirement and overcomes every deficiency of the ordinary fountain pen. It will save time, ink, pens and clothing—enough to pay for itself many times in a year. There is nothing to get out of order. It cannot clog, as the force of the ink always keeps it clean. With ordinary use it will last indefinitely.

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TRY IT FOR TEN DAYS

If you are then dissatisfied, return it and your money will be refunded without question.

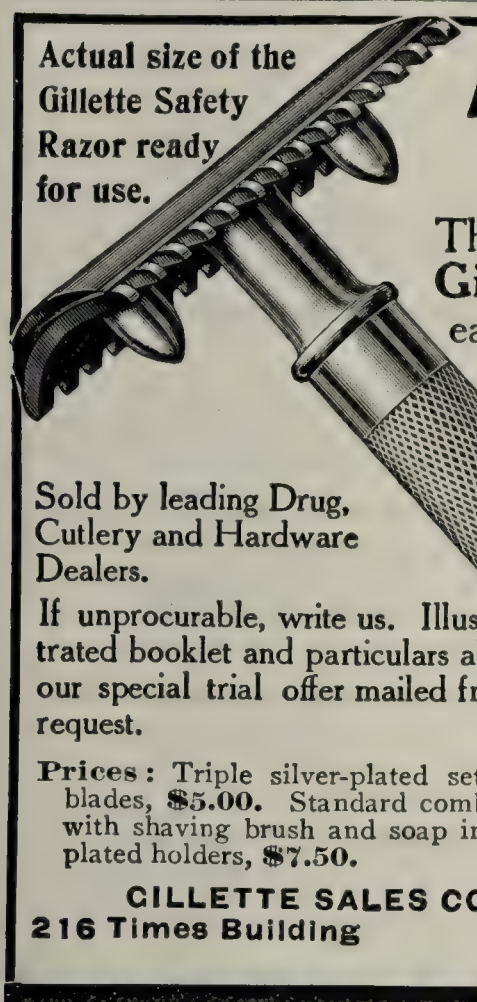
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Prices: Triple silver-plated set with 12 blades, **$5.00.** Standard combination set with shaving brush and soap in triple silver-plated holders, **$7.50.**

Twelve double-edged blades with each set, good for nearly a year. A razor that is always sharp.

All blades aseptic. No blades resharpened. When dull, throw away as you would a used pen. A new blade inserted in a second.



EXACT SIZE OF A GILLETTE BLADE.

10 Double-edged blades, 50 cts.

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Gillette Safety Razor

NO STROPPING NO HONING



Gain on Sale of Mine	$150,000
Gain on Treasury Stock Dividend—No. 1.	135,000
Gain on Treasury Stock Dividend—No. 2.	121,500
Total Gain	$406,500
Cash Paid Out. Dividend No. 1	$ 15,000
Cash Paid Out. Dividend No. 2	13,500
Balance	378,000
Total	$406.500

The directors now passed a resolution to continue transacting business with the treasury stock account on this highly profitable basis, and the book-keeper has furnished us with the particulars herein set down with a request that we favor him with our professional advice.

A Frequent Difficulty in Cost Accounting

A very common condition in regard to the cost accounting records of manufacturing establishments is illustrated in the following communication received from a subscriber:

"In our Cost Department it is usually between the 15th to the 20th of the month before the cost sheets for the preceding month are completed, and this handicaps the management very considerably. Not being able to obtain the information they need they are unable to determine whether their prices are too high or too low. In our business, competition is very strong and, therefore, prices are always changing, and it is very important to be in a position to know whether we can meet our competitors' prices, deals, rebates and other inducements offered to the dealer. We have to do a certain amount of business per month or we lose money, and to get that business we should be in a position to make our proposition as attractive, or a little more so than the other fellow. Now, what I want to know is—how can we manage to get our cost sheets out more promptly, and this also will facilitate the preparation of our complete statement of the month's business."

Any delay in sending bills for work done, or any possibility of suffering loss on account of an incorrect distribution of factory expense, is equally objectionable to the manufacturer, while the large majority of cost accountants or cost keepers are not familiar with the proper solution of the difficulty which appears somewhat complicated until thoroughly understood.

Special attention is devoted to this subjest in The Improved Balance System of Cost Accounting. In fact, this problem and its solution is therein considered as the key to the organization of a perfect and successful factory cost system, and the application of this key is demonstrated in such a graphic and thorough manner that the busiest factory superintendent, or cost accountant, will be able to readily absorb the information without difficulty, or loss of valuable time.

Our "Home Study" Magazine.

For the discussion of live, up-to-date accounting problems in connection with all classes of business and all departments of those businesses, we refer our readers to our overflow publication—Home Study.

This magazine is practically given away to subscribers of The Business Man's Magazine, as the subscription price has been fixed for the present at only 10 cents per annum.

The April contents of this valuable little magazine comprise articles on—

Commercial Education; Waste in Furniture Manufacturing; Errors in Inventorying; The Stores Room; Uses of a Convertible Bond; How to Compute Equal Annual Payments of Principal and Interest; Accounting Methods for a Small Gas and Electric Light Business; Transfer From a Partnership to a Corporation; Bills Receivable in Real Estate. Accounts Receivable as Capital; Voucher Checks; Computing Profit on Selling Price; Investigation of Private Concern With a View to Its Conversion Into a Corporation, etc., etc.

A "Follow-up" Wrinkle.

The survival of the courtesy title "Esquire" in correspondence has long been a matter of surprise to business men in the West, who consider it a custom more honored in the breach than in the observance, as it is a polite fiction even in the country where it originated. That it is still used in England to advantage as a weapon of flattery is, however, amusingly illustrated in an article on "Follow-up Systems," recently published in an English exchange, in which the use of the title (whether appropriate or not) is strongly recommended as an important factor in securing orders by mail.

We congratulate our English cousins on the possession of one "follow-up" inducement of which we cannot expect to take advantage in the United States.

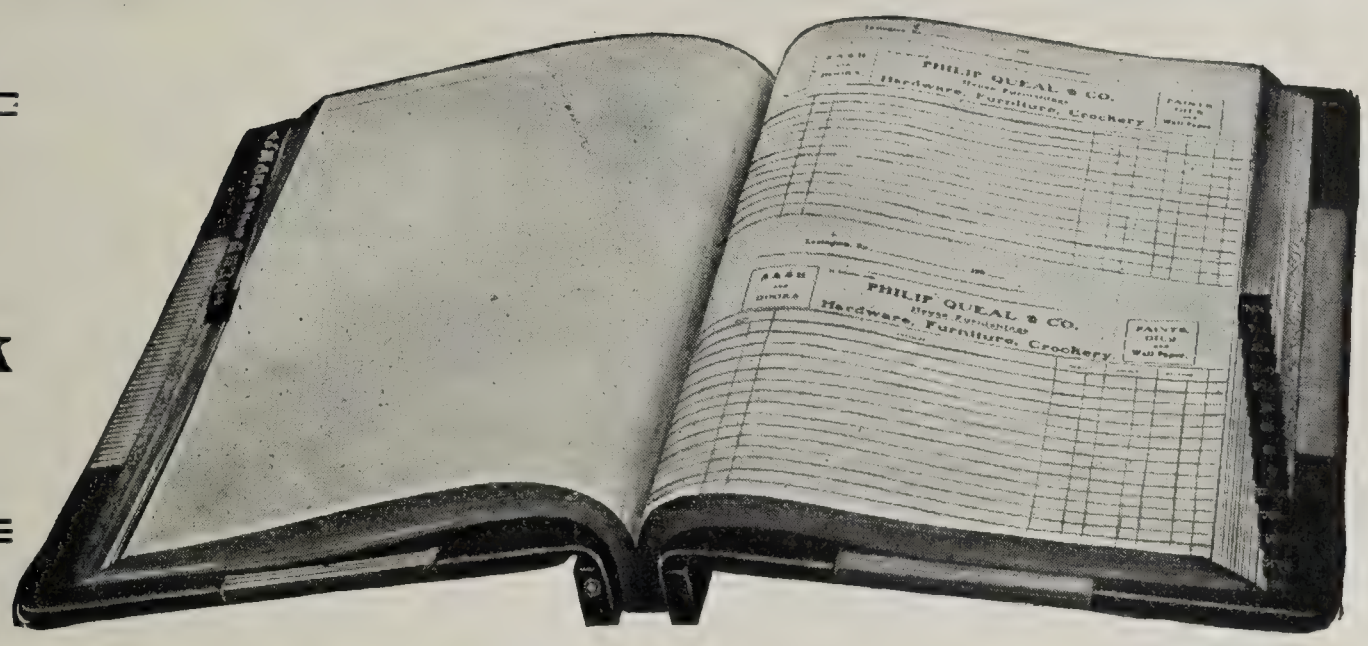
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Card and Loose-Leaf Records.

We are pleased to note that Mr. L. R. Dicksee, C. A., one of the best known authorities on accounting subjects generally, is one of the first to become emancipated from what he acknowledges to have been nothing but prejudice in regard to card and loose-leaf records; and that he now takes an advanced stand on behalf of the innovation is apparent from a recent article bearing his signature in which he asserts that, owing to the many disadvantages of bound books as accounting records the general substitution of card and loose-leaf records for ledgers and other business purposes is only a matter of time. This is another instance of the certain ultimate triumph of meritorious improved methods over objections that cannot be defended except from the standpoint of conservatism.

The Retail Merchant and His Profits..

"An article costs $.80. The retail merchant marks it up 25 per cent on the cost price, making the selling price $1. Now his expense is 20 per cent. We take it for granted that this percentage is figured on the sales as per the average merchant's custom. Twenty per cent on $1, the selling price, is $.20. Deduct that from the selling price and the retail merchant has his original net cost of 80 per cent and the five per cent is lost in the shuffle."

The above quotation is a fair example of the arguments used in a discussion now proceeding in some of the retail trade magazines under the heading of "What is Profit?"

It is very extraordinary that in these articles it should be presumed that the retailer consistently computes profit on cost in order to fix selling price and as consistently computes percentages on selling price to find out the cost of running the business.

This proposition presupposes that the retailer is a wooden-head who has no idea of arithmetic and is incapable of understanding that 25 per cent on $125 amounts to more than 25 per cent on $100.

Instead of publishing these far-fetched articles on the subject of "What is Profit?" and how to find it, those who desire to assist retail grocers should instruct them how to make comparative trading accounts, as the statistics thus available would furnish every information desired and to any extent, rendering self deception absolutely impossible.

Typewritten Checks.

Penmanship has gone out of fashion. The writing machine is now used for practically every purpose, including the making of checks—and in looking over a bunch of "machine made" checks the idea comes up: Will it be as easy as before to detect raised or altered checks? It would seem to be an easy matter to alter a typewritten check. The type on one machine is much like the type on another and the ink used is far from indelible. It is all very well to say that a proper sort of perforator will obviate all chance of check raising, but we know very well that only one out of a hundred of the writers of checks will use a perforator or protector at all, and that only one out of a thousand will use one which is of any use.

What's the answer?

Concerning the Proposed Parcels Post.

The German Parcels Post does not appear to suffer from the antagonism either of the government, the express companies or the retail trade, but then in some ways conditions are so very different from those existing in the United States. Germany seems to be pre-eminently the land wherein a National Parcels Post should luxuriate, and spread like the chestnut tree, for by law the railroads are required to carry all parcels up to 11 pounds in weight free of charge.

If the President of the United States desires a third term he should lose no time in incorporating this idea as a popular plank for the confusion of the railroads and express companies.

Your Slow Debts Converted INTO Capital

¶ The amount of money lost in slow debts is largely due to the lack of a carefully systematized collection department assuring prompt and effective methods of dealing with those who are delinquent in remitting their accounts.

¶ **The Postal Mercantile Agency Systems** will strengthen your credit department and collect your slow and doubtful debts so courteously and tactfully that you will not lose the debtor's friendship or trade.

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Hints to Stenographers



BY W. L. JAMES.

PERHAPS there is no study so filled with discouragements as that of shorthand. One reason for this is the idea, prevalent among many, that shorthand is but a matter of a few months' study, and then the one who devotes but little study to it would know everything there is to be known about it. The fallacy of this reasoning was shown in the April number of this magazine, when John Ritchie detailed, in part, his experience in learning shorthand. If these people would stop to think one minute, they would realize that no profession can be mastered to such an extent that it would be lucrative in any short length of time. It is a fact that men and women throughout the United States are earning thousands annually because of their knowledge of shorthand. How can anyone, with just one grain of common sense, expect to compete with this class of stenographers after spending but a few weeks to its study?

* * *

The first discouragement is generally found with the very first lesson in shorthand. The student has absolutely no conception of what shorthand is, and works on entirely new ground. Then, too, unfortunate as it is, the first lessons are the most difficult to master, and require a degree of thoroughness which is generally appalling. As the house rests on a substantial foundation, so ability in shorthand rests on a thorough knowledge of the elementary principles. Everyone taking up this study should be especially thorough with the first principles. The average student will work an entire day on the consonants, and the next morning will find that they have taken wings during the night and another day's study is necessary. The fact of the matter is, an entire week should be devoted to them, but before that week has ended the pupil becomes so tired of them that the sight of the consonants is disgusting. Then the vowels are elusive things; in fact, all principles at the start are such as to give the student cause for wishing that shorthand had never been invented. As the study progresses, however, there is none more fascinating, and the pupil soon comes to that point where he thinks that he is a pretty good shorthand writer.

* * *

The next time that discouragement comes is the first dictation taken from a stranger. If the reader of this is now a stenographer, it is a safe bet that that period of the study is remembered. How your hand trembled, and the last particle of nerve in your entire system ran away down several inches below the soles of your shoes! Once more you began to doubt whether you would ever "make good" in the stenographic business, didn't you?

Perhaps you are just at that stage of the game now, and you feel that your guiding star slipped several cogs when it decreed that you should study shorthand. But that star was not far from right; there was, in fact, nothing the matter with it. There is nothing the matter with you, although it is true that the sight of the dictator sends the blood rushing to your face, the cold chills chasing each other up and down your spine, makes you weak in the knees, and (if you are of the feminine gender) even starts the tears from the eyes. The shorthand outlines have taken refuge in the most inaccessible cells of the brain, from which they absolutely refuse to be dislodged; the hand convulsively grasps the pencil and cannot be induced to make anything which looks like the correct shorthand outlines.

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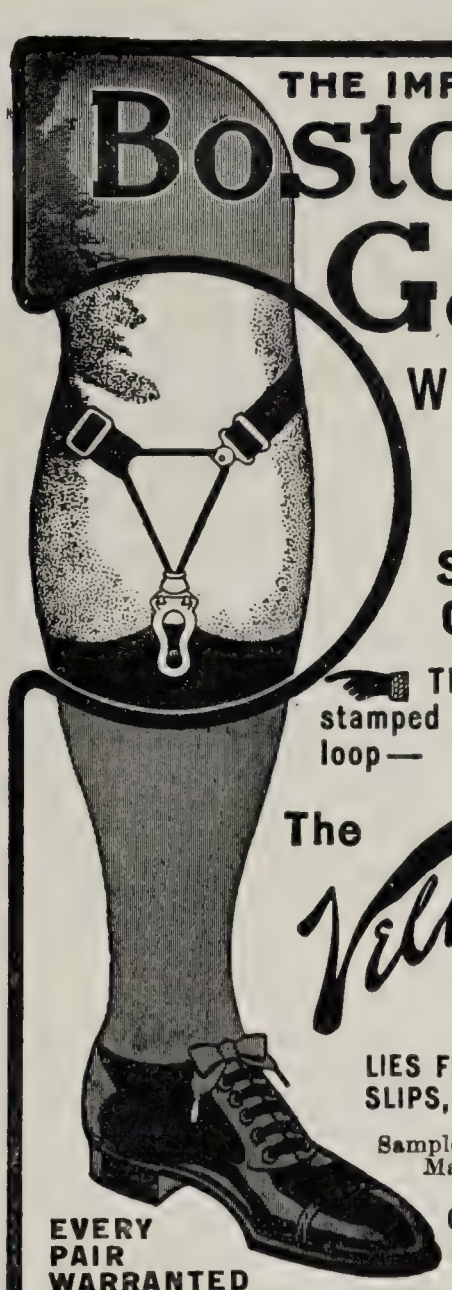
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The dictator, unconscious of the trials of the shorthand novice, goes on with his letter, not noticing the dilemma in which you are placed. Perhaps you get down a scratch here and there which you can decipher. From those notes you manufacture a letter, not of what your dictator said, but what you think he should have said. You recall your practice work, and remember the ease with which you wrote at double the speed your present dictator uses. You wonder what can be the matter. There is nothing —that is, nothing out of the ordinary. You simply have the "rattles" and are knocked out for the time being. The next will be much easier, and there is absolutely no cause for discouragement. On the contrary, it should make you go at it with a firmer determination than ever before. Stiffen the upper lip and that nervousness will soon be overcome.

* * *

I never see a young stenographer suffering under such condition but that he or she has my sincere sympathy. There is but one other situation to compare with it in stenographic work, and that is the occasion of the first attempt of the young shorthand writer to break into court work. Experience has calloused the expert court reporter to any realization of the importance of his work. Not so with the beginner. He or she is painfully conscious of the consequences attending inability to "deliver the goods," and shorthand which can be written under other circumstances with ease becomes an utter stranger. This is another instance when the stenographer is entitled to all the pity which can be given, and unless the right kind of mud has been put into the make-up of that stenographer, the chances are that not again will the court be visited.

* * *

One of the most painful recollections in the mind of the writer is the reporting of his first case in court. It was a simple little default divorce case, but it caused more trouble than any shorthand work since encountered, no matter of what magnitude it may have been. I will "fess up" and say that I was not qualified, and had circumstances not made it absolutely necessary, I would not have been there. A friend was getting a divorce, and was of so sensitive a nature that, had the outside world known of the hearing, there would probably have been a suicide. His attorney had made arrangements for a hearing in the chambers of the judge, but had overlooked the matter of a court reporter. Under these circumstances I was pressed into service—and prior thereto I had a pretty fair notion of my ability. The witnesses were sworn and the examination began.

From somewhere away off in the hazy distance came the first question asked by the attorney. It was, "What is your name?" I did have sense enough to put down a very elongated "en-em"—the outline for "name" —allowing "What is your" to go by the boards. Luckily, I knew the name of my friend, and it was not necessary to write the answer. Then came, "What is your age?" Having omitted the "What is your" in the first question, and in order to be consistent, and for the further very excellent reason that I could not have written it, I let it go again, and a very wobbly "jay" represented the word "age."

Now, I will show you how badly rattled I was. The answer was "Twenty-eight." We had no figure scheme at that time, and it would have availed me nothing had I known one, for such was the state of my nerves that it was an impossibility for me to write the figures "28" in the usual shorthand numerals.

* * *

This experience is common to all shorthand writers. Charles E. Picjle, the official court reporter at Austin, Tex., than whom there is none better, gave me his first experience of this kind. Here is what he encountered:

"My first attempt to report a case in court was a suit against a railroad company for negligently permitting sparks to be dropped from its locomotive onto the right of way, through the plaintiff's pasture, setting fire to the grass and destroying it. It happened that the reporter under whom I had studied was out of the city, and the attorney for the railroad company requested me to make the trip with him and report the case. Being of the opinion that I knew all there was to be known about shorthand, I went with him. Court opened, the case was called, the plaintiff took the witness stand, and my troubles commenced. Somehow or other I could not induce my pencil to make an outline less than about two inches in length, and very few of those. I had an attack of what hunters call 'buck



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and insist that your barber use it also. **It is Antiseptic,** and will **prevent** any of the skin diseases often contracted.

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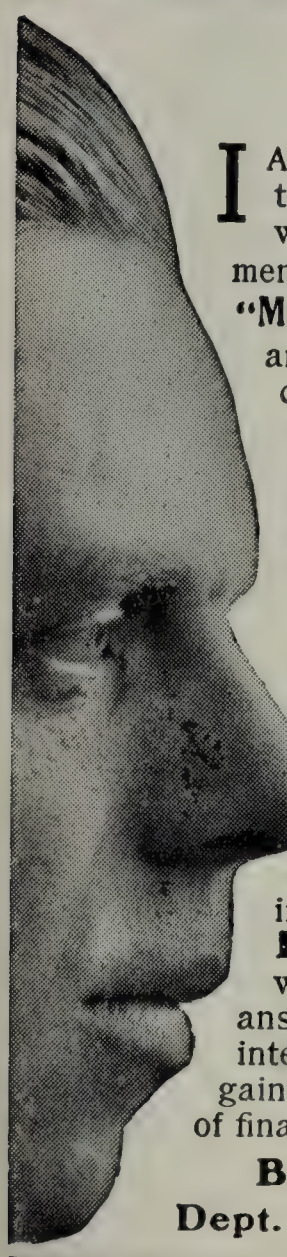
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The second book is entitled

"Nature's Golden Storehouse."

This gives a complete history of the great mineral section in Guanacevi, Mexico. It is a history of the Guanacevi camp. It is intensely interesting. Over $350,000,000 have been taken out of this camp and you will be interested in it.

Both books free if you will write immediately. No postal cards answered. Simply say that you are interested in investments and wish to gain inside knowledge in the mechanism of financial legerdemain.

BARNARD & CLARK,
Dept. O., 25 Broad Street, N. Y.

LePAGE'S GLUE



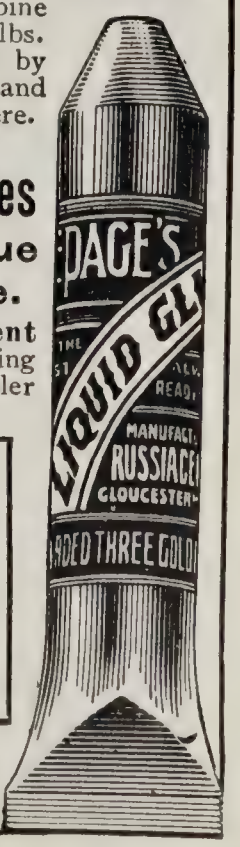
Has been the STANDARD for ADHESIVES

for 25 Years

Always ready for use, its great adhesiveness, combined with its keeping qualities in all climates, has made this possible.

Invaluable in household use for **Furniture, China, Ivory, Books, Leather,** and wherever a strong adhesive is desired.

Does not set quickly like the old style glue; has four times the strength (Official test, one in. sq. hard pine butted, registered 1620 lbs. before parting). Used by the best mechanics and manufacturers everywhere.



Nearly 3 Million Bottles
sold yearly, besides the glue in cans for Mechanics' use.

Either the one ounce Bottle or **Patent Collapsible Tube** (seals with a Pin), retailing for 10 cts., mailed for 12 cts., if your dealer hasn't our line. Specify which.

LePAGE'S PHOTO PASTE
2 oz. size retails 5 cts.; by mail, 10 cts.

LePAGE'S MUCILAGE
2 oz. size retails 5 cts.; by mail, 10 cts.

are like the Glue, unequalled, the best of their kind in the world, and are put up in convenient and attractive pkgs.

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fever,' or a chill, or something on that order, and great beads of perspiration stood on my brow. I called a halt in the proceedings, but after a few minutes we commenced again. This time I managed to do a little better; in fact, I actually got about half of what was said, and could read some of it. The testimony continued for about 10 or 15 minutes, when a messenger boy arrived with a telegram from the general attorney of the company, accepting an offer of compromise which had been theretofore made by the plaintiff's attorney, and that stopped the trial. That messenger boy will ever hold a tender spot in my memory."

* * *

There is an object in relating these first experiences, and it is to put new life in the almost hopeless stenographer who goes up against the same proposition. Do not let the first experience discourage you. When doubts assail, at any stage of the study or practice of shorthand, remember that every other shorthand writer had the same doubts. In April a portion of a speech of the veteran reporter, John Ritchie, was given in these columns. Here is printed the troubles with which he contended when he tackled his first sermon, as given by him in another address. Read it, and then remember that this man who met and overcame these difficulties afterwards became the greatest practitioner of shorthand. It is:

"At last the clerical gentleman swung open the lid of the ponderous Bible, and glanced threateningly at me out of the corner of his eye, as if to inform me that he was going to talk faster than a greased gunwad, but I leered triumphantly upon him and muttered, 'All right, old boy; you might bust somebody else, but you've got Old Lightning after you now. Pull her wide open and let her rip.'

"It was war time then and most of the texts were taken with an eye to a patriotic sermon. This one I remember painfully well, for I had frequent occasion afterward to chew it over in my mind along with the bitter cud of reflection. It was, 'The wicked flee when no man pursueth, but the righteous are bold as a lion.' He opened his mouth and I sailed in.

"Boys, did any of you ever fall off a shot tower? I think that must afford a sensation something like what I experienced when I began to scratch gravel after the Rev. Cannon Ball in the pulpit. All I got of the text was 'The wicked flea and the righteous lion,' and in between these two remarkable specimens of the animal kingdom were some wisps of shorthand that looked like cross sections of a hair mattress. By the time I had fully completed the phonographic architecture of the king of beasts, my friend in the pulpit was wrestling with a mighty metaphor eight or nine hundred words ahead of me, and I had no more idea of what should occupy the hiatus than I have of the number of feathers in the tail of a pterodactyl. I was not astonished—I was only stunned. I had lost sight of the fact that I was taking the sermon for the paper, and could do nothing but wonder why it was that Providence hadn't hung the human hand on a doubly back-action pivot, so that it could flip-flop on equal terms with the human tongue.

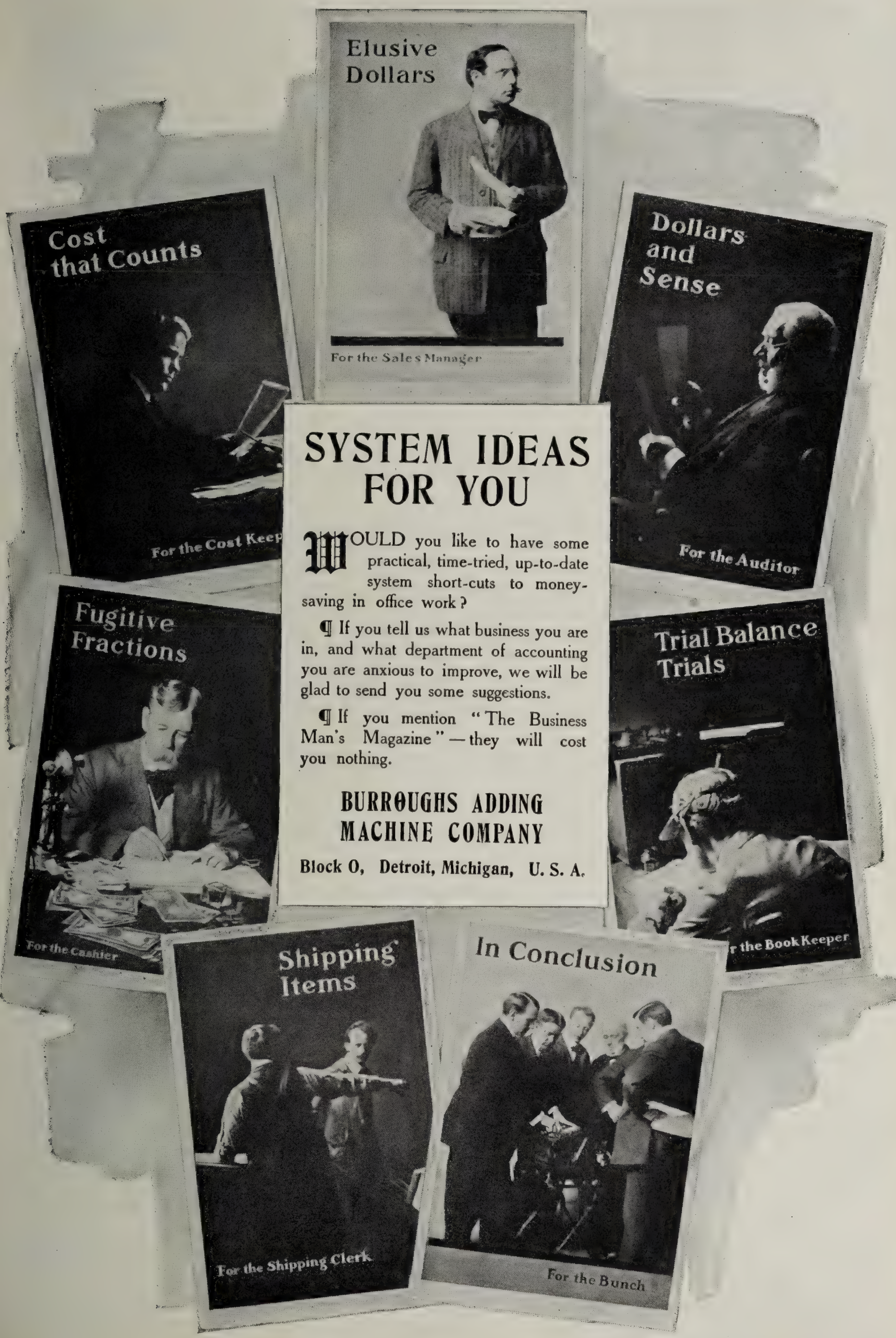
"Then I suddenly woke up to the fact that my valuable opportunity was rapidly slipping away from me, and I waded in again, only to be swept out in a more dilapidated condition than before. Listening to the oily Bible pounder, it had seemed a very easy matter to get away with him, but attempting to take him was experimenting with a maelstrom. Standing on the bank and gazing admiringly on its graceful circles, as they swept by in sleek undulations, I enjoyed it as a beautiful spectacle. Wading into its fascinating depths, to be seized and banged and battered and scaled and flayed in a dizzy whirl, I beg to think that Providence had not ordained, away back in the past, that I should ever become a reporter in the dim, distant future."

* * *

All questions relating to shorthand will be answered through this department or by personal letter. Address communications to "Editor Shorthand Department, THE BUSINESS MAN'S MAGAZINE AND BOOK-KEEPER, Detroit, Mich."

Where Wealth is Stored.

The article entitled "Where Wealth is Stored," published in the May No. of THE BUSINESS MAN'S MAGAZINE, was contributed by Mr. Thos. W. Hotchkiss, who has now been appointed Managing Editor of "Town and Country," an illustrated New York Weekly Magazine.



SYSTEM IDEAS FOR YOU

WOULD you like to have some practical, time-tried, up-to-date system short-cuts to money-saving in office work?

¶ If you tell us what business you are in, and what department of accounting you are anxious to improve, we will be glad to send you some suggestions.

¶ If you mention "The Business Man's Magazine"—they will cost you nothing.

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Handling Orders and Stock in a Vehicle House

AN IMPROVED STOCK SYSTEM WHICH CAN BE ADAPTED TO ANY LINE OF BUSINESS WHERE GOODS ARE HANDLED IN UNBROKEN UNITS

By JOSEPH A. RAACH

A RECORD of vehicles on hand, sold, and ordered from the factory is of great importance in a vehicle house, and, unless such a record can be depended upon as being absolutely correct, it is of no value. Most stock systems are incomplete and do not show the true condition of stock nor give a correct record of sales.

A Stock Record, to be of any value at all, must not only account for every "job" in the house, but must show the full and correct description of same. Some houses tag each job when it comes in; the tag bearing the full description of the job and other information of identification. While this is of some extent a satisfactory check on the stock, it has been found, that in houses where a large stock is carried and the goods are subject to frequent changes, the description on these tags cannot always be depended upon and the records in the office do not agree with the stock.

In some houses, I have found Stock Records where, in addition to these tags, the full description of the vehicles was copied in a loose leaf book. Each catalog number was given a page and the "jobs" were entered in the order they were received, and checked off after they were sold; a series of stock numbers being used to identify each vehicle. One of the objections to this system was that the vehicles were entered on these sheets regardless of their specifications and, even if they had been properly arranged at the beginning, their arrangement soon would have been spoiled by the changes which are frequently necessary. After considerable experiment along this line, the following improved system was evolved and is now in use in one of the largest vehicles houses of the country, where it works perfectly. By using separate cards for each job, they can easily be kept in proper arrangement and all dead matter eliminated. As soon as a vehicle is sold, the card is transferred to the "dead" file, after being properly marked. Different colors of cards are used for the different colors of gears and, by properly indexing the cards, any job can easily be found. Changes which are necessary on the vehicles are first noted on the card and, in this way, the Stock Record is always complete and up-to-date. A short description of the complete system follows and will, no doubt, interest many of the

On Hand	Painting	Description	Lot No.	Cat. No.
2	Green	Lea. 1/4 Lea. 40/44 Pat. 3/4 22" Lea. Boot	400	50
1	Green	Full Lea. " " " 22" " "	403	
1	Red	Lea. 1/4 " " " 22" " "	404	
1	Yellow	Full Lea Blue Cloth 37/41 WH 192 Seat	405	

FIGURE 1.

Smith's Adjustable Index Tags

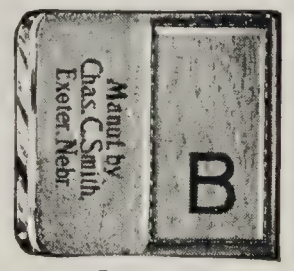
"SAVE 20% OF A BOOK-KEEPER'S TIME"



This Cut shows how Tags are Put on Leaves

Description: Steel clips, enclosed in leather tabs, on which any inscription may be written or printed. They can be instantly slipped on a leaf, or card, and hold with a vise-like grip, but do not tear or mark the leaf. They can be quickly removed to another page or to a different book if you wish.

Besides the tags to write on, we carry in stock over 1,000 different kinds of printed tags.



Sty e 341

ALPHABETS

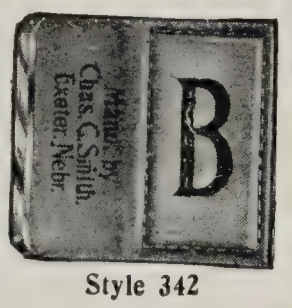


Style 381

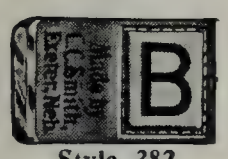
We make 13 different adjustable alphabets. The letters from A to Z (including Mc) are made in five styles, on four sizes of tags.

Sub-divided Alphabets are made in eight different sets ranging from 26 to 200 sub-divisions of the alphabet (fifteen tags, overlapped extend only six inches).

Absolutely the best index for loose leaf books.

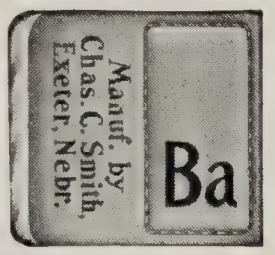


Style 342

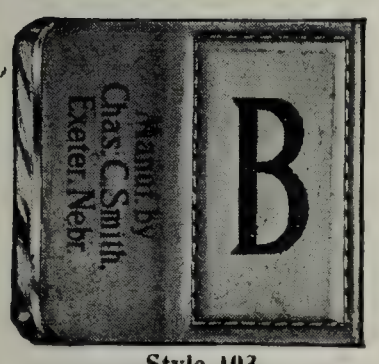


Style 382

Accounts: The names of over 70 of the most used accounts.



Sub-divided Alphabet made in sets ranging from 26 to 200 subdivisions of the alphabet



Style 103

Cities: The names of 75 of the largest cities.

States and Territories: Fifty names.

Numbers: In four styles and sizes.

Months: In four styles and sizes.

Printed to order: We print to order, promptly and at moderate expense, tags with any desired inscription.

We Guarantee Every tag to be perfect in material and construction, and to **pay for itself** in the time saved by its use.

We prepay transportation, and will send tags to any responsible person or firm on trial, to be returned if not found profitable.

We have never found an office so large and but few so small but that at least a few of our tags could be profitably used. Fill out the coupon, mail it with your letter-head and receive our catalogue and price list showing how YOU can save time and labor. Sample tag for 5 cents.

Dept. "A" CHAS. C. SMITH, Mfr.

EXETER, NEBRASKA

Cut off here and mail TO-DAY—Don't Delay

DEPT. A, CHAS. C. SMITH, Exeter, Nebraska

Please send your circulars and price list free. Enclosed is 5 cents for sample tag. 7-06

NAME .....

STREET .....

CITY ..... STATE .....

BUSINESS .....

STATE WHAT YOU WISH TO INDEX .....

Spring Work Dept.
Studebaker Bros. Mfg Co Kansas City, Mo.

Cat. No. 50	Color Gear Green Track No.	List Price	56	00	Shafts	Floor Ticket	◎ Crate Tag
Lot No. 400	Top Iea. 1/4	Net Price	37	00			
Order No. Date	Trimming Iea.				Cat. No. 50	Cat. No. 50	Cat. No.
Floor Sect. Rep.					Lot No. 400	Lot No. 400	Lot No.
	Wheel 40/44 Pat. 3/4				Fact. No. 2679	Fact. No. 2679	Fact. No.
Quantity	Body 22"				Stock No. 1978	Stock No. 1978	K.C. Stock No. 1978
Date Inv. 1/24/05							Studebaker Bros. Mfg Co
	Pole Shafts X	Net Cost				Floor	Pole Shafts X
Fact. No 2679	Extras Iea. Boot	Freight	3	50	Color Green	Section	
Stock No. 1978		Total Cost				Repository	Date Shipped

FIGURE 2. FRONT.

readers engaged in this and similar lines of business.

The first step towards simplifying the handling of the stock was by adopting "Lot Numbers" as equivalent to the descriptions of the jobs. At first, this idea may meet with objections but it has proved to be absolutely practical and a wonderful help not only to the stock-keeper, but also to the salesman and buyer.

As an illustration, I show a form, Fig. 1, used for the "Ideal Stock List," which contains a full description of every vehicle which is to be carried in stock. This "Ideal Stock List" is made up at the beginning of the season and revised every year. Each salesman is provided with a copy and this list is used for a guide in placing and taking orders. It will be seen by the illustration that opposite each description appears a "Lot Number." This lot number indicates the full description of the vehicle and is really sufficient. The "Ideal List" is put up in loose leaf book form, pocket size.

Fig. 2 shows the Record Card such as is used for each individual "job". These cards can be made of different colors either to identify the different colors of gears or to classify the vehicles by grades, manufacturers, styles, etc. To each card (A) is attached three coupons, the shaft and pole ticket (B); the floor ticket (C); the crate tag (D). Nothing but the record numbers are shown on these coupons as these numbers are sufficient to identify a "job". When a car of vehicles is received, each job is given a stock number and a card is made out from the invoice for each job in the car. The three coupons are detached and sent to the receiving clerk. As the goods are taken from the car, they are carefully inspected and a detailed list of the specifications sent to the office on the receiving report. The crate tag is attached to the job and the factory crate number stamped on the outside of the crate. This can be done at the factory if attention is called to it. After the job has been placed in the warehouse, its location should be

Purchaser John Smith	Amount Sold for	65	50
Centerville Mo.	Back Charges		
Date Shipped 2/4/06 Del. O. No. 25689	Total	65	50
Remarks:			

FIGURE 2. BACK.

A Marvelous Shorthand Record

Chauncey W. Pitts Equipped for a $3,000 a Year Position in Less than Six Months' Study

JANUARY 1, 1905, with absolutely no knowledge of shorthand; January 1, 1906, appointed official court reporter of the Fourth Judicial District of Iowa, a position worth in the neighborhood of $3,000 a year. Such is the record of Chauncy Wells Pitts, whose picture is printed herewith. It is a record which should be an inspiration to every young man and woman desirous of succeeding in this line of work.

The above is not the real record of Mr. Pitts, but illustrates what can be done by one who works and studies. The facts in the case are that it was not until June, 1905 that Mr. Pitts began the study of shorthand, and five and one-half months after commencing the study he received the appointment as official reporter—a position which he has held with credit ever since.



CHAUNCEY W. PITTS
ALTON, IOWA

Chauncey Wells Pitts was born January 20, 1885, at Alton, Sioux County, Iowa, and has resided there since that time. His position as official reporter, therefore, came to him before he had attained his majority. He was educated in the public schools and graduated from the Alton high school in 1901. Afterwards he was employed in the bank in his home city.

June 1, 1905, acting under the advice of W. C. Gray, then one of the official reporters in Iowa, he resigned his position in the bank and took up the study of stenography with the Success Shorthand School of Chicago. He qualified himself for expert work in less than six months and his appointment was given him. He is one of the experts of Iowa and, though but twenty-one years of age, has a salary which would be welcomed by most men of twice his age.

Throughout the United States, Canada and Mexico there are hundreds of other experts in commercial positions, law offices, acting as private secretaries to statesmen, railroad magnates, bankers and people prominent in business life, as well as court reporters, who have been trained by the correspondence course of this school. George L. Gray, who is not yet twenty years of age, is an expert court reporter with Clarence Walker, the official at Louisville, Ky.; Dudley M. Kent is the official reporter at Colorado, Texas; J. M. Lord is the official court reporter at Waco, Texas; Seventeen-year-old Roy Bolton is private secretary to the Comptroller of the Illinois Central Railroad Company; George P. Muny is private secretary to Governor Swanson, of Virginia; F. H. Eastman is official reporter at Warsaw, N. Y. All these—and these are but a few of the many—are graduates of the Success Shorthand School.

If you are a young man or woman desirous of success in the future, you should investigate the work of this school. It is presided over by the most successful expert shorthand writers, and has taught hundreds of young people the same expert shorthand which the instructors used in building up the greatest shorthand business in the world. Whether you desire to become a commercial stenographer, a private secretary or a court reporter, you should learn the best system. This is the easiest learned and the most expert known.

If you are a stenographer, using any system of shorthand, this school will perfect you for the most expert work. You are taught at your home and are not obliged to go to the expense of attending a personal school. Write today for full information, and we will send you our elegant 48-page catalogue, copy of guaranty and newspaper and magazine comments on graduates of this school breaking all records in national convention work. Write today; your opportunity may come soon. Fill out coupon and send at once:

SUCCESS SHORTHAND SCHOOL:
Suite 27, 79 Clark Street, Chicago, Ill.

Please send Success Shorthand System and copy of guaranty to

Name.....

Address.....

Town.....

State.....

NOTE TO STENOGRAPHERS:—We also publish the most up-to-date, instructive and inspiring weekly shorthand magazine in the world. Send ten cents for one month's trial subscription to The Shorthand Writer, 79 Clark Street, Chicago.

ORDER FOR CHANGES OF STOCK

Date 2/3 1906 No. 305

Make the Changes as indicated below and return this slip to Office.

Cat. No	Lot No	Stock No.	Change	Cat. No.	Lot No.	Stock No.
50	400	20307	Top and Wheels with	50	403	24206
			with			
			with			
			with			

O.K.d by _____

FIGURE 3.

noted on the floor ticket. By this, it will be seen that it is immaterial where a job is placed in the warehouse as it can always be readily found by the floor ticket and all space in the warehouse can be utilized regardless of the arrangement of the stock by catalog numbers or crate numbers. Of course, where a number of jobs are received which are identically the same, they can be stacked together but care should be used that the lowest stock number is placed where it can be gotten out first. The floor ticket and shaft and pole ticket are kept by the stock-keeper and filed upright, according to the catalog numbers, in a card drawer with small compartments. The two coupons should not be separated, but folded back to back.

When an order is received, the stock clerk selects from his card index the proper card and writes the stock number and the factory crate number on the shipping order, marking the card "Sold." The stock-keeper will first look for the corresponding coupon in his file and the floor ticket will indicate the location of the job, while the shaft ticket will show if the job came in with pole or shafts. The factory crate number must be used for the identification of a job in the warehouse and, for this reason, it should always appear on the outside of the crate in plain figures.

By checking the record cards with the receiving clerk's report after a car has been unloaded, any discrepancy in the specifications is detected and can be corrected before the job is placed in the warehouse.

No change on the stock should be made without written instructions from the office. Neither should a job be uncrated or set up without such orders. Proper forms for these orders are shown in Figs. 3 and 4.

These orders must be passed over to the stock clerk for proper entry before they are handed to the shipping clerk or stock-

WAREHOUSE ORDER

Date 2/3 1906 No. 124

Have the following Vehicles uncrated and set up on Floor No. 2

Cat No	Lot No.	Fact No.	Stock No.	Cat No.	Lot No.	Fact No.	Stock No.

O.K.'d by _____ Date _____

FIGURE 4.



Recording Thought Past and Present

FROM the Clay Cylinders of the Babylonian days to the Commercial Graphophone Cylinders in wax—what a span! What wonderful progress in the art of recording thoughts!

This evolution couldn't stop with the shorthand system. Modern business methods found it too slow. The hand couldn't keep pace with speech.

So you see the stenographer's pencil has already passed from the service of correspondence in a great many of the largest commercial houses of the country.

The Commercial Graphophone *records whole sentences faster than the hand can pencil single characters.* It writes them with *greater accuracy.* It writes them with far more *convenience.*

Remember you save 50 per cent of your time and expense when you

"TELL IT TO THE GRAPHOPHONE"

Write us if you would like a free trial of the Graphophone system in your office. ¶ You will be under no obligation, whatever, to purchase. ¶ The trial will not interfere with the routine of your daily correspondence. ¶ Send us the coupon below, filled out, and we will mail you our new Booklet, which explains in detail what the Graphophone System is, does and costs, and why it improves and saves so much.

COLUMBIA PHONOGRAPH CO., GEN'L.

90-92 West Broadway, New York City

Largest Talking Machine Manufacturers in the World. Creators of the Talking Machine Industry.
Owners of the Fundamental Patents. Only Award for Talking Machines St. Louis 1904.
Grand Prix Paris 1900. Double Grand Prize St. Louis 1904.

COUPON

B. K. 8—Kindly mail me FREE, complete information concerning the Commercial Graphophone:

Name.....
Street.....
City .....
State.....

State trade or profession.....
State position you hold therein, whether executive, manager, clerk, stenographer, etc.....
.....

Please mention The Business Man's Magazine when writing to advertisers.

50

Cat No.	Style Vehicle						
50	Regular Buggy						
Color Gear	Top	Trimming	Wheel	Body	Extras	Track	Lot No.
Green	L. 1/4	Leather	40/44 Pat 3/4	22	Lea. Boot	N	400
Green	Lea	Leather	40/44 Pat. 3/4	22		N	287
Red	L. 1/4	Leather	37/41 Pat. 3/4	20"		N	405
Yellow	Lea	Leather	37/41 Pat. 3/4	20"		N	406

FIGURE 5.

keeper, as they should be O. K.'d and returned to the office after they have been executed.

An accurate stock account can be kept by recording the cost price of the vehicles on the stock record cards and, by the use of an adding machine, the monthly balances of stock sold and stock on hand can readily be drawn off. The inventory can thus be taken from these cards whenever wanted and the stock can be verified by simply checking the stock numbers.

Filing of the stock record cards by catalog number is preferable. They should be subdivided by lot numbers; using small tab cards for the purpose. The Guide Cards, Fig. 5, can be utilized as an index to the lot numbers, this index being an exact copy of the "Ideal Stock List." The star opposite the lot number indicates that the lot is to be closed out. Specifications which do not come under the regular "Lot Number" series are called "Specials" and should be worked off first. A separate list of the "Specials" should be kept before the salesman constantly and, by placing a steel pointer on the "Specials" cards in the card index, this list can be revised any time. Slow selling stock can be handled in the same manner.

The small tab cards, subdividing the lot numbers, are used for a sales and order record. This record will determine which lot numbers are the most popular ones. (See Fig. 6.) It also shows the number of jobs from the factory and the number of jobs sold. This record is especially valuable when goods are sold for future delivery.

To post the salesmen as to stock on hand, each should have a copy of the "Ideal Stock List" as explained before. When these lists are given out, the quantity on hand should be filled in with pencil. At the end of each week, a "List of Changes" is made up and sent to the salesman. To do this, the stock clerk should keep track of the lot numbers which have been sub-

400

Cat. No. 50 Lot No. 400 Color Green Top L 1/4 Trim Lea. Wheel 40/44 Pat. 3/4 Lea Boot

Req. No.	Ordered	Sold	Stock Numbers		Rec'd	Shipped	Req. No.	Ordered	Sold	Stock Numbers		Rec'd	Shipped
2081	1	1	~~40387~~	1	1						21		
			40507	2	2	2					22		
		3	~~40508~~	3	3						23		
2134	4		40707	4							24		
			40708	5							25		
				6							26		
2247	7			7							27		
				8							28		
				9							29		
				10							30		
				11							31		
				12							32		
				13							33		
				14							34		
				15							35		
				16							36		
				17							37		
				18							38		
				19							39		
				20							40		

FIGURE 6.

DIAMONDS

LOFTIS SYSTEM — On Credit — On Credit — LOFTIS SYSTEM



How to Obtain a Diamond Write for a copy of the Loftis Catalog. On the 66 pages will be found one thousand illustrations of fine Diamonds, highest grade Watches and Jewelry. To all applicants we will mail free a copy of our splendid Catalog and also our superb souvenir Diamond Booklet. *Write for Loftis Catalog. Write Today.*

A Buyer at a Distance Can write to us for our Catalog and in the privacy of home select a Diamond, a Watch or any article of Jewelry. On communicating with us, we send the article on approval to your residence, place of business or express office as preferred and you can examine it. You are free to buy or not. We deliver our goods anywhere in the United States. We pay all charges. *Write for Loftis Catalog, 66 pages.*

Invest in a Diamond Diamonds are predicted to increase in value twenty per cent in the next twelve months. Buy a Diamond in the Loftis way. One-fifth the price to be paid on delivery. You retain the article, pay balance in eight equal monthly amounts, sending cash direct to us. *Write for Loftis Catalog, 66 pages. Write Today.*

Record We have an honorable record of almost fifty years. We are the oldest, the largest and the most reliable credit retailers of Diamonds, Watches and Jewelry in the world. Ask your local banker about Loftis Bros. & Co. He will refer to his Dun or Bradstreet book of commercial ratings and tell you that no house stands higher for responsibilty, promptness and integrity.

The Loftis System can be made a great convenience at Christmas, New Year's, Birthdays, Wedding Anniversaries, etc.

The Gold Medal, Highest Award which we won at the World's Fair, St. Louis.



The Old Reliable Original Diamonds on Credit House

LOFTIS BROS & CO. ESTD 1858

Diamond Cutters
WATCHMAKERS, JEWELERS
Dept. G39 92 State St.
Chicago, Ill., U. S. A.

Macey

Inter-Inter

Filing Cabinets consist of outer cabinets or shells with all the practical kinds of office filing devices made in skeleton units to fit inside — and made interchangeable one with the other. Not only the most compact but the most flexible filing system ever produced. A single cabinet is capable of 247 usable combinations. New requirements may be met instantly by a re-arrangement of the filing units without destroying uniform appearance of the cabinets—the shells remains the same. Quarter Sawed Oak. Velvet Golden Finish. Cast Brass Trimmings.



ONE OF MANY

Cut shows a No. 15 Cabinet, containing 2 Vertical Letter File Drawers with Storage Cupboard beneath. A desirable arrangement for small filing capacity with good size storage for extra supplies.

Price.....$16.00

Through dealers or direct from factory, freight paid east of Montana, Wyoming, Colorado and New Mexico. To points in and west of these states add 15 per cent.

Ask for Free Catalog No. Z-4405

The Macey Co.
GRAND RAPIDS, MICHIGAN
Formerly THE FRED MACEY CO., Ltd.

RETAIL STORES:

New York,	343 Broadway
Chicago,	80-82 Wabash Avenue
Boston,	49 Franklin Street
Philadelphia,	1017 Chestnut Street

STOCK-REPORT TO SALESMEN

No. 306

Please make the following changes in your Stock list Date Feb. 10 1906

On Hand	Cat. No	Lot No.	Ordered from Factory	Description of new Goods – not in Stocklist
3	50	400		
2	50	287		
	200	567	2	B. Green Extension Top 7/8 WH. Rubber tire
0	247	294		
1	251	424		
3	273	407		
1	289	343		

FIGURE 7.

jected to changes during the week; whether new goods have come in or jobs have gone out and, at the end of the week, a report of stock on hand of only those lot numbers is made on the change sheet. (See Fig. 7.) Each salesman should make these changes in his stock book and it will require only a very little of his time each week to keep it up.

By following these suggestions closely, the system will not only work satisfactorily, but it will save time, annoyance and losses.

Some people may think that it will require too much work to make a separate card for each vehicle. But see what saving can be made. It will not take much longer to fill out one of these cards than to make out a tag for each job (nearly all jobbers do this anyhow) and furthermore, these cards are the only record necessary and, after they are once made out, it is simply a matter of filing them properly to keep the records up-to-date. After a job has been shipped, the name of the purchaser is written on the back of the card and the card is filed in a transfer box marked "Sold," where it can readily be found any time one wishes to refer to it. By using medium weight stock for the record cards, several can be made out at one writing on a Fisher billing machine.

The principle of this system can be applied to any line of business where goods are handled in unbroken units. Where goods of the same description are handled in large quantities, it will be advisable to have the full description printed on the cards, or rubber stamps may be used for the purpose.



ALUMINOID STUB



FOR BUSINESS MEN

Aluminoid Pens express you perfectly—they are firm, rapid and yet flexible.

They last longer, wear smoother, serve you better and cost a trifle more by the gross than other pens.

No. 7 Railroad Stub—Large, Falcon shape, holds much ink.

No. 9 Lawyers' Rapid Writer—Flexible action, responds quickly.

No. 10 Fine Stub—Rather rigid, gives clear-cut line.

No. 11 Editorial Stub—Medium broad, very rapid, makes a rather heavy line of much character.

No. 30 Lady Falcon Stub—Most popular small shape, holds more ink than No. 10, and is the daintiest small stub made.

Aluminoid Pens are on Sale at First-class Stationers

Samples of the five pens illustrated mailed free on request to any business house in the country

A. L. SALOMON & CO., 339 Broadway, NEW YORK

Collection Insurance

HAVE YOU ANY UNPAID ACCOUNTS?

¶ Would you like to have them collected for you by means of a safe, sure and sane system?

¶ In making a collection the point of prime importance is to get the money without loosing a customer's business. This is a unique feature of our system.

¶ Some cases require more stringent methods. These we are prepared to adopt.

¶ Write for our booklet.

¶ Send us a few of your claims and see how we fulfill ours.

¶ The service we offer is not that of a regular collection agency, but of an established organization of well known New York banking men and attorneys, with an equally experienced and representative body of associates in every city and town in the United States.

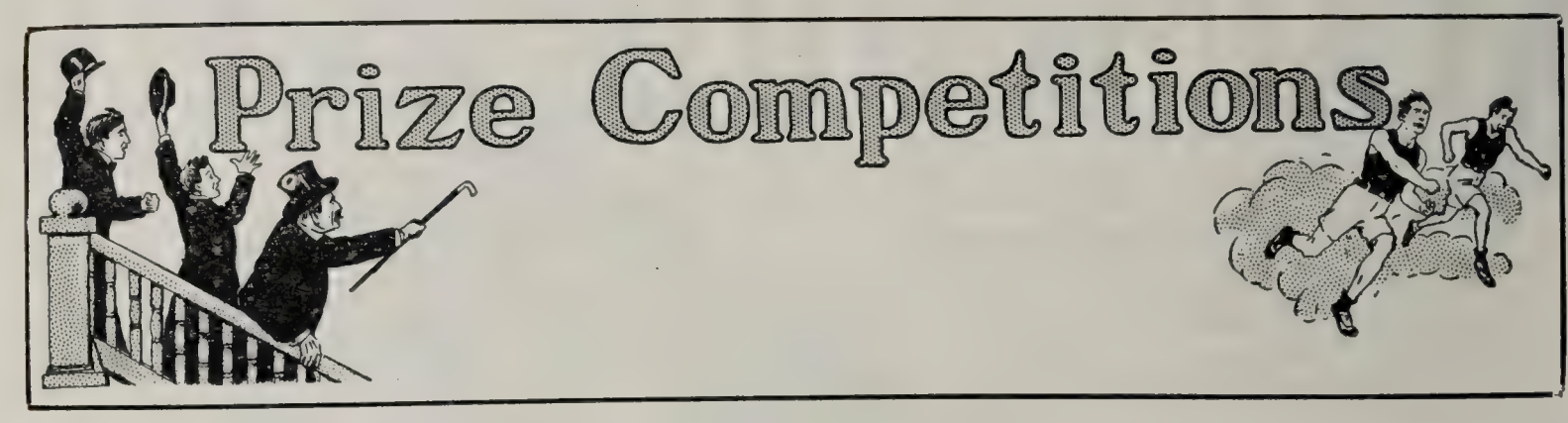
¶ Our charge for making collections is 10 per cent—no collection, no charge.

¶ The $20,000 Indemnity Bond issued by the United Surety Company, protects our clients absolutely and unconditionally.

HOWARD, HOLLES & HEWSON

(INCORPORATED)

32 BROADWAY NEW YORK, N. Y.



Competitors must sign their articles and give address—not necessarily for publication but as an evidence of good faith.

Competitors are requested to send their photographs, carefully marked. All forms should be drawn on separate sheets and carefully numbered. Write on one side of the paper only. Address everything, Competition Editor.

Branch Stores Competition

By E. HENDERSON

FIRST PRIZE ARTICLE

IN describing a system providing for an efficient supervision of branch retail stores by a main wholesale store—a system that shall be at once comprehensive, simple and practical—it is necessary to define the precise objects we desire to attain. These we will present—first—in the shape of headings under which we propose to describe our system, and in the way in which they will be treated; and second—in an explanation of the methods to be adopted in order to achieve the desired results.

OBJECTS.

The treatment of purchases and sales so as to secure a perpetual inventory with the smallest amount of trouble and expense.

A daily or weekly report of the trading results of each department of each branch.

A daily, or weekly exhibit of the business transacted, and profit made by each branch.

HEADS UNDER WHICH SYSTEM WILL BE DESCRIBED.

Purchase records.
Stores records.
Branch debits.
Sales records.
Branch accounts receivable.
Records of cash receipts.
Daily and weekly dissection of cash and credit sales.
Departmental trading accounts.
Branch trading accounts.

At the outset it will be understood that the following accounts will be kept by main office with branch stores:

Branch Merchandise Purchases.
Branch Cash and Credit Sales.
Branch Expense.

Also separate accounts with each department of each branch in regard to which it may be desired to ascertain the net results of trading.

PURCHASING DEPARTMENT.

All merchandise for the branches shall be purchased in the usual way by the main office purchasing department. Orders received at main store or delivered direct to branches shall first be debited to the General Purchase account and credited to accounts payable. The merchandise intended for the branches will then be credited to the General Purchase account and charged to the branches at selling price (list selling prices will be furnished to each branch by the main office).

The branch merchandise purchase accounts shall be ruled with two sets of columns on the debit and credit sides. In the first debit column will be entered cost price and freight of merchandise purchased.

SUCCESS

is the direct result of

Ability plus Opportunity

¶ If you are proficient in any line of work and feel that your ability should command larger salary than is possible in your present position, we can help you. We can find **the right opportunity for your ability.** Success will be the sure result.

¶ Let us tell you of our system and explain how we find right places for right men and right men for right places. We are constantly placing hundreds of men in Salesman, Executive, Clerical and Technical positions at salaries of $1,000 to $5,000. Our organization covers the entire country with offices in 12 cities.

¶ What we have done and are doing for others, **we can do for you.** Don't delay—write us to-day for plan and booklet.

Hapgoods

INCORPORATED

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PITTSBURG OFFICE: 704 Park Building
LONDON OFFICE: Hapgoods, Ltd., 23 Fleet St., E. C.

WESTERN OFFICES:

CHICAGO OFFICE: 1011 Hartford Building
CLEVELAND OFFICE: 535 Williamson Building
ST. LOUIS OFFICE: 915 Chemical Building
MINNEAPOLIS OFFICE: Loan & Trust Company Building

"Save Money Every Day"



National,	4 lbs.	$3.00
Union,	2½ lbs.	2.50
Columbian,	2 lbs.	2.00
Star,	1 lb.	1.50
Crescent,	1 lb.	1.00

Each unnecessary stamp you use wastes money.

Use one cent too little and perhaps your package won't arrive.

You can't afford to guess.

The Pelouze Postal Scales

point to the number of cents required the moment the letter or package is placed on scale.

You don't have to figure—the scale does it for you.

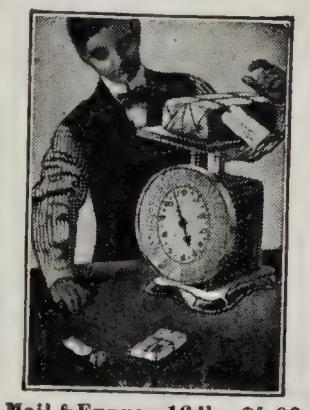
Every Pelouze Scale is guaranteed accurate and will stay that way.

The Pelouze Postal Scales

Have a double needle pointed index that starts at the top and moves through a slot. Very easy to read.

Accept No Substitute

Send for Catalogue "P."
For sale everywhere by Leading Dealers.



Mail & Express	16 lbs.	$5.00
Commercial,	12 lbs.	3.75
U. S.	4 lbs.	2.50
Victor	1½ lbs.	1.75

PELOUZE SCALE & MFG. CO.
118-132 W. Jackson Boulevard, CHICAGO, ILL.

Scientific Salesmanship

What is it worth to you?

It costs you one dollar, prepaid—it is worth much more,

Because—

It will help you to meet men;
It will show you how prominent manufacturers are demonstrating their goods;
It will give you 67 selling points—the best from 10,000 salesmen, showing you how they land their checks;
It will instruct you in the landing of the check as practiced by leading New York specialty houses;
It will show you how to take care of customers so as to keep them satisfied users—the best advertisement on earth.

More—

It will help *you* to sell *your services* at a higher rate than you are now getting. And after that to keep up to this higher plane of thought.

All a man needs to make him worth more is to have the thoughts that accompany the higher salary.

Scientific Salesmanship will be worth all of this to you. Ask yourself, is it worth the price of a dozen roses or a theatre ticket to increase your salary, as many others are doing?

$1, prepaid. 212 pp., flexible binding; can be carried in hip pocket.

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Ask your dealer for Venus

GET VENUS

NO OTHER "JUST AS GOOD"

American Lead Pencil Co.

61 E. Washington Square
NEW YORK

21 Farrington Ave., London, E. C

¶ If **INDELIBLE** (copying) is wanted, ask for No. 165.

In the second column will be entered the selling price at which the merchandise is charged. The reason for this arrangement is that experience has shown it to be an excellent plan for preventing theft of stock. The manager is aware that he will have to render an itemized account of the goods put in his care—he will see that the goods are accounted for by his clerks. Each office will be provided with a cash register. The best, although somewhat expensive, is the one with a drawer for each clerk, numbered or by letter. By this means, each evening the strip can be cut off, the name of the branch manager, number of branch and date attached, and the whole can be forwarded to main office.

Thus, at any rate, an accurate check can be had on all employes, and the nature and amount of every sale is recorded.

Purchase returns are entered in the credit columns.

In order to prevent fraud in duplication of invoices, etc., purchase orders will be made in quadruplicate; one copy to parties from whom purchases are made; one copy for the branch for which ordered (if specially ordered); one copy to the receiving room and one copy for the purchasing department file. No invoice will be O. K.'d for payment unless the receiving clerk's O. K.'d copy of purchase order is attached, and all purchase orders will be numbered consecutively when printed. If specially ordered for delivery to a branch, the branch's O. K.'d copy of purchase order will be attached.

By adopting this plan the trading accounts at selling price will exactly balance, providing the sales records and inventories are correct, or otherwise will call immediate attention to important differences and the departments in which they have occurred. Also, the branch store managers will not know exactly how much profit has been made by the business of which they have charge.

BRANCH STORES AND INVENTORIES.

In this kind of business where there is such a variety of supplies it will be found best to use loose sheets for stores records, and dissection of sales, as per illustration. A boy may be employed to dissect sales each day from cash and charge tickets, the accuracy of the work being easily proved by a recapitulation of the amounts of the tickets. The totals may be carried to the inventory sheets each day, or each week, as considered advisable.

These sheets will be made in duplicate, a copy being forwarded to the main office each day. In this way the main office will carry a perpetual inventory of all stock on hand at the branches, and will verify it from time to time by taking actual inventory of certain departments, or sections.

The inventory sheets will be sectionalized into departments so that the necessary statistics for these departments will be always available.

BRANCH EXPENSE.

All expenditures made on behalf of the branches will be debited to the branch expense accounts.

BRANCH SALES.

Cash registers will be employed at the branches as above indicated, for cash sales, and probably, also, for charge sales, as these devices are now arranged so as to provide for both records as well as for separate department records.

Sales Distribution.

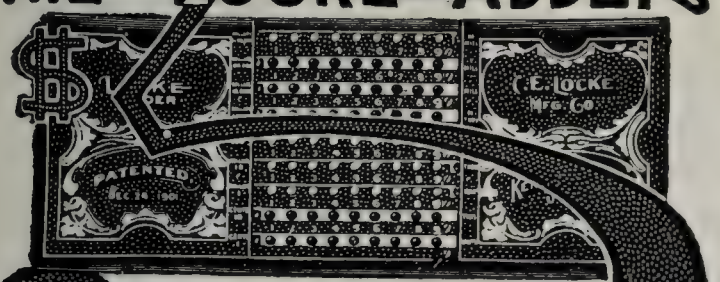
Canned Goods

	Tomatoes			Corn			Peaches			Pears			Apricots			Green Peas			Pine Apple		
May 1																					
2																					
3																					
4																					
5																					
6																					
7																					
to																					
31																					

DON'T WEAR OUT YOUR BRAIN ADDING FIGURES!

Adding is mechanical work. It dulls the mind and takes energy which you should save for better things. Lift the load from your brain, and do this grinding, wearisome adding with a machine. Use

THE LOCKE ADDER



The Famous Calculating Machine, and do away with mental strain and error.

Capacity, 999,999,999

Ingeniously simple, rapid, accurate, durable, Adds, subtracts, etc.

Computes nine columns simultaneously. Saves time, labor, money. Makes adding a pleasure instead of a burden.

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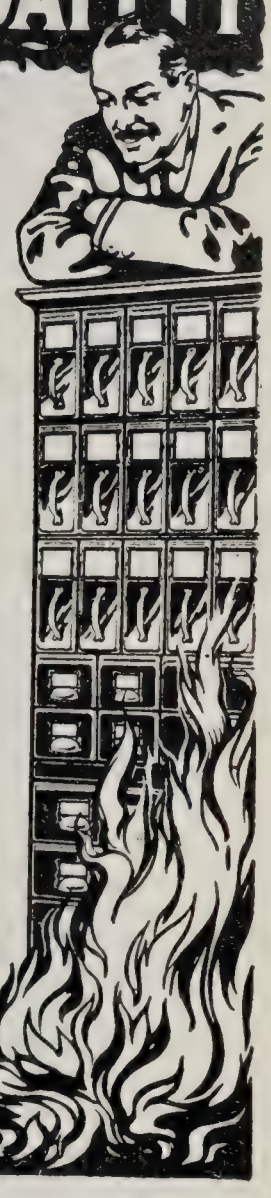
$100.00 would not take it from me. It is all you claim.—*B. A. Carver, Troy Center, Wis.*

Have found it entirely equal to any of the high-priced calculating machines.—*W. J. Hirni, Visalia, Calif.*

Two models: oxidized copper finish, $5.00; oxidized silver finish, with case, $10.00, prepaid in the U. S. Size 4x10¾ ins. Write for Free Descriptive Booklet, Testimonials and Special Offer. Agents wanted.

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We will send free on request our illustrated book "Steelsects" completely describing our handsome line of steel fire-proof

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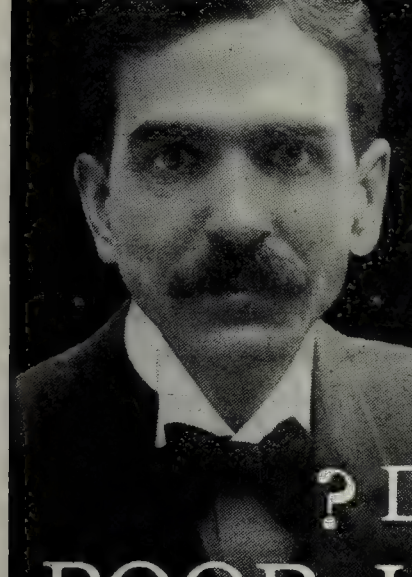
We build special steel office equipment to order. Write us your requirements and we will furnish estimate.

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Perhaps you THINK you have done your best to GET WELL.

There is an Association in Boston who makes you a BUSINESS PROPOSITION regarding your health. Write to them. Address:

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Do not write them if you cannot give good references.

Otherwise write them NOW, as above.

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We will teach you the REAL ESTATE, GENERAL BROKERAGE and INSURANCE BUSINESS by Mail. This is your opportunity to succeed without capital.

By our system you can learn the business and make money in a few weeks without interfering with your present occupation. All graduates appointed representatives of leading international brokerage companies who will furnish choice salable real estate and investments, cooperate with and help you make a large steady income. Our co-operative methods insure larger and steadier profits than ever before.

Full course in Commercial Law given free to every real estate student. Every business man should have this course. Our Free Book is valuable and interesting and tells how *you can succeed.*

H. W. CROSS, President THE CROSS CO.

185 Reaper Block, Chicago

Both cash and charge tickets will be delivered to the main office after dissection.

RBANCH ACCOUNTS RECEIVABLE.

Provide each branch with a combination loose leaf ledger and sales record, indexed in the usual way. At each opening in the ledger the right-hand page will be the sales record and the left-hand page the ledger account. The sales record is made in duplicate from the salesmen's tickets, the original constituting a statement to be mailed to the customer at the end of each month, and the duplicate the permanent sales record, the total of which is posted monthly to the debit of the customer's account on the left-hand page.

There are other ways of accomplishing the same result but this appears to be a very convenient method.

Daily reports of credit sales are rendered to the main office, as also lists of receipts on account.

The wholesale house will carry in its general ledger controlling accounts with the branches, and at the end of each month will verify the balances of these controlling accounts by listing the balances of the branch accounts receivable ledgers, at which time they can also make a list of accounts overdue for special attention.

The total cash and credit sales should be entered each day in a summary sales book, the grand totals at the end of each month to be credited to the branch cash and credit sales accounts.

CASH RECORDS.

The branches will render to the main office a daily report of receipts from cash sales or charge accounts, accompanied by the total receipts for the day; or, in some cases, these receipts may be deposited in a bank to the credit of the account of the main store.

A fixed sum per day shall be allowed to each branch for the purpose of making change, and for petty expenditures, same to be continuously restored by making up each day the amount expended on the preceding day.

DISTRIBUTION OF EXPENSE.

At the end of each month each branch should be charged with its proportion of administrative, or main office expense, to cover cost of any direct supervision from the main store, or clerical work on branch records and on accounts relating to branches. These charges are, of course, made by journal entries, debiting branch accounts and crediting main office accounts involved, such as salary, advertising, cost of delivery, etc.

A proper proportion of branch general expense based on departmental turnover shall be distributed over the departments with which separate trading accounts are kept.

TRADING ACCOUNTS, ETC.

We are now ready to prepare our statistical, or comparative statements, which will be drawn up as per the following illustration of one branch and its departments.

BRANCH 1.

..... DEPARTMENT TRADING ACCOUNT, MAY 31.

Dr.		Cr.	
Inventory at Selling Price, 5/1..	$....	Sales	$....
Purchases at Selling Price 5/31.	$....	Inventory at Selling Price 5/31.	$....
	$....		$....

DEPARTMENT TRADING ACCOUNT AT COST.

Dr.		Cr.	
Inventory, 5/1 ..	$....	Sales	$....
Purchases	$....	Inventory, 5/31..	$....
Direct Expense...	$....		$....
Distribution Expense	$....		
Net Profit	$....		
	$....		

BRANCH 1.

GENERAL TRADING ACCOUNT, MAY 31.

Dr.		Cr.	
Total Inventories.	$....	Total Sales	$....
Total Purchases..	$....	Total Inventories, 5/31	$....
Total Direct Expense	$....		$....
Total Distribution Expense	$....		
Net Profit	$....		
	$....		

Prize Competition Award.

WHOLESALE GROCERY BUSINESS WITH RETAIL BRANCH STORES.

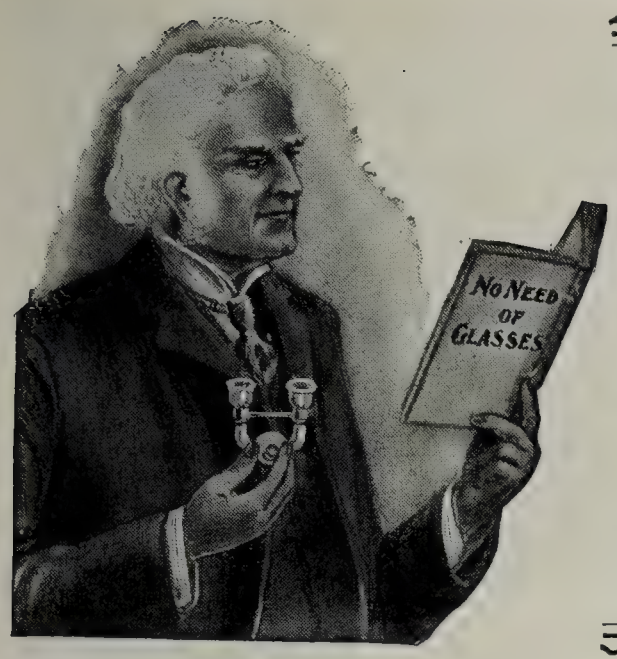
The first prize of £2 has been awarded to Mr. E. Henderson, of Chicago. The second prize of £1 has been conferred on Mr. G. E. Hutchison, of Columbus.

SPECIAL JULY COMPETITION.

A Practical Problem in the Wholesale Cheese Business.

I submit herewith an accounting problem, which please submit to the readers of THE BUSINESS MAN'S MAGAZINE.

We sell cheese on contract, to be shipped at option and on order of buyer, but to be paid for at time of sale at the rate of 25 per



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The Ideal Eye Masseur

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PRICES:—Weekly Common Sense Expense Books, per 100, **$2;** Monthly Common Sense Expense Books, per 100, **$4.** *Samples free upon application.*

"I have used your books for several years, they are the best of the kind there is."—ARTHUR BARLOW.

E. H. BEACH, Pub., Detroit, Mich.



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The Simplest and Only Absolutely Correct Low-priced Adding Machine ever offered.

This machine will lighten your work, and will be like adding another man to your office force. It saves time, worry, mistakes, brains and work.

Neither a puzzle nor a toy, but a practical and reliable labor-saving machine that cannot make a mistake.

Price, $5.00

Money back if not satisfactory, after a week's trial.

Eagle Adding Machine Company,
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Live men and women can make big money selling these machines. Write for our money-saving proposition to agents.



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Guarantee Backed by The Bank.



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The Cap gives the scalp a healthy glow and produces a delightful tingling sensation, which denotes the presence of new life in the scalp, and cannot be obtained by any other means. Channels which have been practically dormant for years are opened and all follicle life is stimulated and revived to activity, and by supplying the hair roots with nutrition, the weak, colorless hair is in time developed to its natural size and strength. We furnish the Cap on trial and under guarantee issued by the Jefferson Bank of St. Louis, and any bank or banker will testify as to the validity of this guarantee. We have no agents, and no one is authorized to sell, offer for sale or receive money for the Evans Vacuum Cap—all orders come through the Jefferson Bank. Let us send you a book which explains the possibilities of the invention, and also evidence of the results it has achieved. This book is sent free on request and we prepay postage in full.

EVANS VACUUM CAP COMPANY, 733 Fullerton Building, ST. LOUIS, MO., U. S. A.

Please mention The Business Man's Magazine when writing to advertisers.

cent cash margin, taking for the balance the customer's collateral note, payable on demand, and drawing six per cent interest. While the conditions are, that payments on this note are to be made at the time goods are ordered out, that is, in advance (which would make the transaction comparatively simple) this has been found impracticable of enforcement, as the customers are all good financially and would object to this way of doing it. We use duplicate billing, posting the footing to Merchandise at the end of each month. What I would like to have advice on is:

1. The original charge.
2. The original credit.
3. The charge at the time the several shipments are made.
4. A way of getting the proper credit to the Notes Receivable account.

For the best solution of the above problem we will award a first prize of $10 and a second prize of $5 to the author of the second best solution.

Accounting for the Retail Furniture Business

By GEORGE F. HARRISON

IN preparing this article it has been my aim to present the accounting methods of a successful business in such a concise and comprehensive manner as to enable anyone versed in the science of accounts to open and conduct a set of books along similar lines in a satisfactory manner, without worrying him with details familiar to all book-keepers.

With the exception of a loose leaf ledger I use bound books for all my work.

Where it is customary to carry from 800 to 1,000 open accounts in the customers' ledger, the most convenient arrangement may be obtained by the use of a subdivided index with 50 divisions, running from A to K in one volume, and from L to Z in another.

A one volume transfer binder with a similarly subdivided index will suffice for one or two years until the number of closed accounts increases sufficiently to necessitate an additional binder, when the index may be arranged as in the ledger.

A separate ledger with its corresponding transfer binder, and a 26 subdivision index for each, is preferable for handling creditors' accounts.

I prefer to carry the representative accounts, such as discount, expense, insurance, interest, merchandise, salaries and stock, and the ledger closing accounts, profits and loss, and resource and liability, in the front of customers' ledger, alphabetically arranged, but without reference to the regular index.

In handling invoices for merchandise purchased out of town, I simply paste them in an invoice book, and post them direct to the creditors' ledger, the amount of each being entered on a blank page at the beginning of the current month, and their total for the month posted to the debit of merchandise in the current ledger.

THE SALES BOOK.

I use a three column sales book and journal combined for the original entry of sales, and for the credits of merchandise returned by customers, and post direct from this to the customers' ledger, carrying the totals forward through the month, and then posting them to their respective sides of the merchandise account.

This plan eliminates the "regular" journal, and saves much time in posting. I reserve one page at the first of every month for cross entries, to avoid confusing them with regular entries.

I prefer having the shipping clerk copy the sales into his book, although I have used a sales book with alternate leaves perforated so as to be detached after receiving a carbon copy of the sales recorded on the preceding sheet. This latter plan saves the shipping clerk much time and work, but, on the contrary, it necessitates his waiting until the perforated page is filled before detaching it, and also wastes one-half the pages. This matter, then, will

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JOHN T. PALMER COMPANY
FIFTH AND LOCUST STS., PHILADELPHIA

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Boss

I want a job.

Work is what I want.

The more the better.

I am a first-class office man and bookkeeper.

Give me a job.

If I don't suit, don't pay me.

Will go anywhere on earth.

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Hotel Regent

Sherman Square

BROADWAY & 70TH STREET, NEW YORK

Absolutely Fireproof

Exclusive Family Hotel.
Fashionable Residential Section, adjacent to Central Park and Riverside Drive, overlooking Hudson River.
Within one block of the first uptown Subway express station; five minutes to Grand Central station.

American plan and a la carte

SPECIAL RATES DURING THE SUMMER MONTHS

F. M. ROGERS, Manager

ANTI=WASTE BASKET LETTERS

GET A READING

Years ago I realized the necessity of exactly duplicating the work of a typewriter. I made it my specialty, and have not found it advisable to do anything else, because practice made my work perfect. More orders and larger ones from my oldest customers proves the satisfaction I give. Send for my free samples for comparison with any other form letter work. That is all I require to convince you. Ribbon Free with every order.

John Rogan, Circular Letter Specialist, 395 Main St. E., Rochester. N.Y.

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a great help. This is the most unique trade magazine in America. It is the recognized organ of the tea, coffee, spice and fine grocery trade. Each issue is chock full of valuable information on tea, coffee and spice culture. There are also departments devoted to **"System in the Tea and Coffee Business," "Store Management and Window Dressing," "Salesmanship," "Profitable Advertising,"** etc.

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Dr. CASH

	General	✓	Discounts	✓	Mdse.

CASH Cr.

	General	✓	Discounts	✓	Mdse.	Expense

simply resolve itself into a question of choice for the employer.

THE CASH BOOK.

On the cash book I deem it proper to enter in detail only the receipts on customers' accounts, and the disbursements to out-of-town creditors, with the corresponding discounts on the same line as the payments.

For this purpose I use a cash book with three columns on the left-hand, and four columns on the right-hand page, balancing cash every day on a small book kept for the permanent record of these daily balances as proven by the receipts and disbursements shown by the cash register, and carrying the totals of the various columns forward to the end of the month, when the

SALES BOOK

	✓	Sales	Credits	Totals
Amount Forward				

cash book is ruled, and the totals of merchandise, expense and discount are posted.

When cash is over or short, and I cannot locate the error, I enter it as such on the proper side of the cash book for the day, and post it to the "Over and Short" account in the ledger. Someone may later bring in a receipt corresponding in date and amount with some item on this account, when the matter may be satisfactorily adjusted.

As stated above I do not burden the pages of the cash book with the details of petty cash paid for items of expense, such as gas, water, matches, car fare, 'phone rent, etc., nor for merchandise bought from firms in the city, who render invoices with every purchase, and send a collector the first of every month.

It is unnecessary to burden the ledger with these city credit accounts, or the cash book with the record of their payment in detail, so for this purpose, and for recording petty expense, I use a petty cash book (Form 3), and charge in ink all the payments made for merchandise on city bills on one side, and for petty expense items on the other side, entering the totals of these items in the merchandise and expense columns on the credit side of the cash book each day, the sum of these totals agreeing with the disbursements shown by the cash register plus any checks that may have been given and charged on the petty expense book, and less amounts received by members of the firm from the register, and charged to them on the cash book.

The register also records the cash sales

PETTY CASH

	Merchandise Dr.			Expense Dr.	

the merchandise column on the debit side of the cash book. As explained above, for the day, and their total is entered in

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I GIVE the actual weight by ½-ounces, and show automatically the exact cost of postage in cents, on all classes of mail matter to all possessions of United States, Canada, Mexico, Cuba and Phillipine Islands.

My Slanting Round Dial, which is larger than on any other postal scale, has the figures in black and the lines in red, making it very distinct and easily read without stooping, even when packages are extended far beyond the edges of the platform. In other makes it is necessary to stoop when a large light parcel is placed on the scale, for it naturally obstructs the view of the upper part of the dial.

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My Index is of a sword shape and absolutely does not cover any of the graduations on the dial. It is not like the delicate needle index that breaks and bends easily as in other makes.

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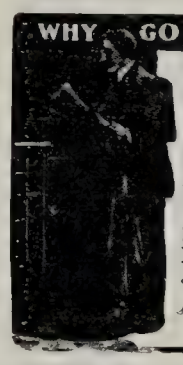


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these totals of merchandise and expense are carried forward to the end of the month, when they are posted to the ledger.

It is a rule of the house to mail no receipt when a personal or firm check is received by mail in payment of account.

For making remittances to out-of-town creditors I use a check 3 x 8 inches, ruled on the reverse side for a statement of the account the check is to cover, and this serves as a receipt.

The stub of my check book shows at all times the correct balance in bank, by adding deposits and deducting checks.

The trial balance for a loose leaf ledger is much simpler than that in connection with a bound ledger, and for the benefit of those who are yet wandering through the mazes of old fogyism I beg to refer them to an article about the trial balance, found on page 713 of THE BUSINESS MAN'S MAGAZINE for October, 1904.

By the use of some practical check figure stunt in connection with the above described system, the troubles of the book-keeper and the errors on his books are reduced to a minimum, his work becomes a pleasure, and he has more time for touching up delinquents and "praying" for "dead beats."

The preceding system carefully applied, and in connection with an order book for the buyer, a freight claim book, a book for recording freight bills, a bills receivable and bills payable book, a daily memorandum calendar, index books for collectors, THE BUSINESS MAN'S MAGAZINE AND THE BOOK-KEEPER, and a copy of Thorne's Twentieth Century Book-keeping, constitutes the working outfit for properly conducting the business department of a first-class retail furniture store, allowing credits of 30 and 60 days without instalment features.

Retail Store Accounting Competition.

We do not expect to find the same up-to-date methods of book-keeping in retail stores as are generally in use in wholesale establishments. It is evident that the author of the above article considers the system described as fairly perfect, and it undoubtedly achieves results, but after a careful perusal we believe we can detect several points wherein it might be improved, both in the interest of the business and of the book-keeper.

We have, therefore, decided to submit the article to our experienced subscribers with the following queries:

What changes or improvements in the system described would you suggest, and why?

For the best contribution received in answer to these questions we will award a prize of $10, and for the second best answer, a prize of $5.

This competition will close June 10.

Standard Prize Competitions.

We are desirous of obtaining a comprehensive article on accounting methods and systems in connection with the carriage and wagon manufacturing business and their related industries. We mean by this that a carriage manufacturing company may purchase its spokes, axles, etc., of independent companies. We wish to obtain an article covering the whole process of manufacture.

Articles submitted must be illustrated by examples of forms used. These forms need not be elaborately drawn as they will be re-drawn in our standard size and style by our special artist.

Articles submitted may be accompanied by photograph and biographical sketch of the author, together with photographs in connection with the plant that will convey to the readers of THE BUSINESS MAN'S MAGAZINE a fair idea of its magnitude and general plan.

For the best article submitted we offer a prize of

FIFTY DOLLARS.

This prize will be awarded on the basis of the accounting merit of the article submitted.

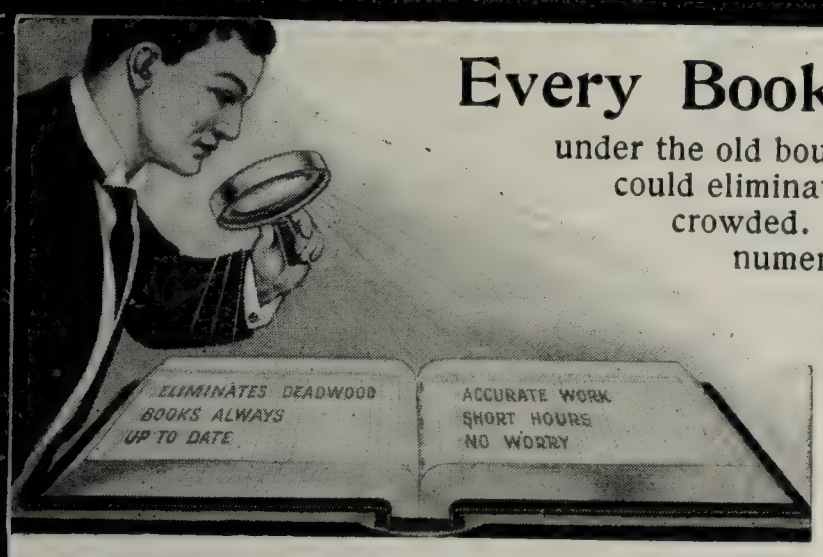
All articles sent in will become the property of The Book-Keeper Publishing Co., Ltd., to be used for publication, if desired, in which case additional prizes will be awarded the authors of acceptable papers.

In addition to the above we will give two prizes of $20 and $10, respectively, for the two best articles descriptive of good book-keeping and cost systems for the following lines of business:

Aerated Water manufacturing.
Artificial Stone manufacturing.
Biscuit or Cracker manufacturing.
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KENNEDY'S ADVICE TO INVESTORS

¶ My object in coming before the readers of this magazine is to advise them from time to time of investments that I know to be the truth. I want to secure the confidence of every investor in this country, who has a dollar to invest. I realize what a difficult matter this will be to accomplish in these days of distrust, wild cat schemes, and the alluring promises of big profits, but I hope to win out in the long run.

¶ **If you have ever purchased a dollar's worth of stock in any company I recommended, and the investment has not turned out exactly as I stated it would—send me a list of your holdings, and I will mail you my check for every dollar you invested.** This has been my method of doing business for seven years. I openly make this statement to every reader of this magazine, their friends or anyone they know.

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has placed in my hands an issue of 8% Preferred Stock, to be sold for the purpose of increasing the capital of the Company and the enlargening of their plant to twice its present size. Its capital stock is only $250,000, while its gross **yearly income is 150% greater than its entire capital,** and its net yearly income is sufficient to pay the dividends upon its 8% Preferred Stock for three years in advance. This is a great record for any company, and is well worth looking into by any person who has $10 or more to invest. I can sell the stock at par, $10 a share, in ten shares or more, to suit your convenience. Monthly payments will be accepted.

¶ **If you are looking for an 8% income upon your money,** write me for further particulars and I will send you everything in detail, with ten photographs of the plant. Address me care the above Company.

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Silk manufacturing.
Soap manufacturing.
Surgical Instruments manufacturing.
Valves and Hydrants manufacturing.
Wall Paper (wholesale and retail).
Whips manufacturing.
Woolen Mills.

Associated Accountants of New Orleans.

In keeping with their usual custom the Associated Accountants of New Orleans held their annual reunion banquet May 12th, observing in an appropriate manner the 14th anniversary of the organization of the association, as a result of which conditions have shown marked improvement so far as accountancy is concerned, and all the members fully appreciate the advantages and opportunities secured through co-operation.

A number of clever addresses were made by various members, among those who spoke being P. W. Sherwood, I. J. Fowler, J. E. Elizardi, Al Soule, E. F. Mielly, E. Bienvenu, L. R. Jaquet and F. Quereus.

The officers of the Associated Accountants for the current year are as follows: A. J. Edmonds, president; G. A. Turner, first vice-president; William LeMonnier, second vice-president; F. Quereus, Jr., secretary; George Coiron, treasurer, and C. A. Bonnet, librarian.

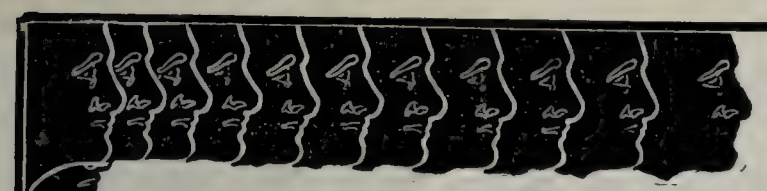
Novelty for Business Managers.

A very practical and useful novelty at the recent Chicago Business Appliance Exposition was a basket carrier, taking from the hands of a possibly undependable small boy or girl the urgent messages which every day are sent out in thousands through the great manufacturing and commercial plants of the country.

The design of this machine, as described by Morgan Buckner, is to operate from the directing head of an institution. On top of his desk will be a series of wire baskets such as are in use at the present time for hand-carried messages. The head of the forces will write as he does now the message for a subordinate, and place it in the basket from which the individual has been taking his orders. The automatic carrier, passing over the basket, picks up the paper or papers, and moves directly to the desk to which the message is consigned, dropping it in a receiving basket there.

Insure Your ———.

Have you ever thought of how many different kinds of insurance there are? Here is a list that appeared recently in The Insurance Press: Fire, life, safe, rents, theft, credit, patent, marine, tornado, accident, burglary, sprinkler, lightning, plate glass, transportation, tourists' baggage, bank and messenger, robbery, tailors' and furniture floaters, physicians' and druggists' liability, travelers' samples, fidelity, official, guaranteed attorneys' department, contract, judicial and court bonds, teams, health, postal, elevator, casualty, flywheel, leaseholds, automobile, contingent, steam boiler, landlords' liability, workmen's collective, liquor dealers' license, general liability, hold-up insurance, bank accounts.—Michigan Tradesman.



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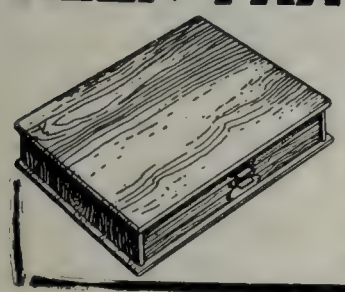
Held April 14th, 1906, at Baltimore, under the auspices of the Eastern Teachers' Association, **The E. N. Miner Championship Gold Medal for Speed and Accuracy in Shorthand Writing** was

Won by Sidney H. Godfrey, an Isaac Pitman Writer.

For full particulars see *Pitman's Journal* for May, 1906. Specimen copy free. Send for Trial Lesson in Shorthand.

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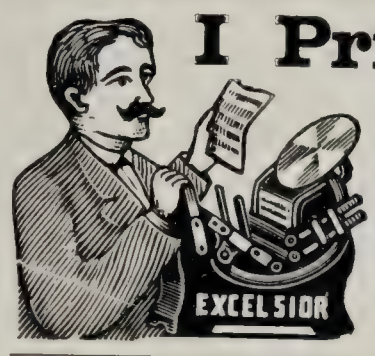
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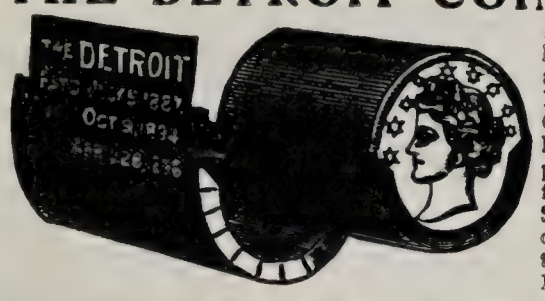
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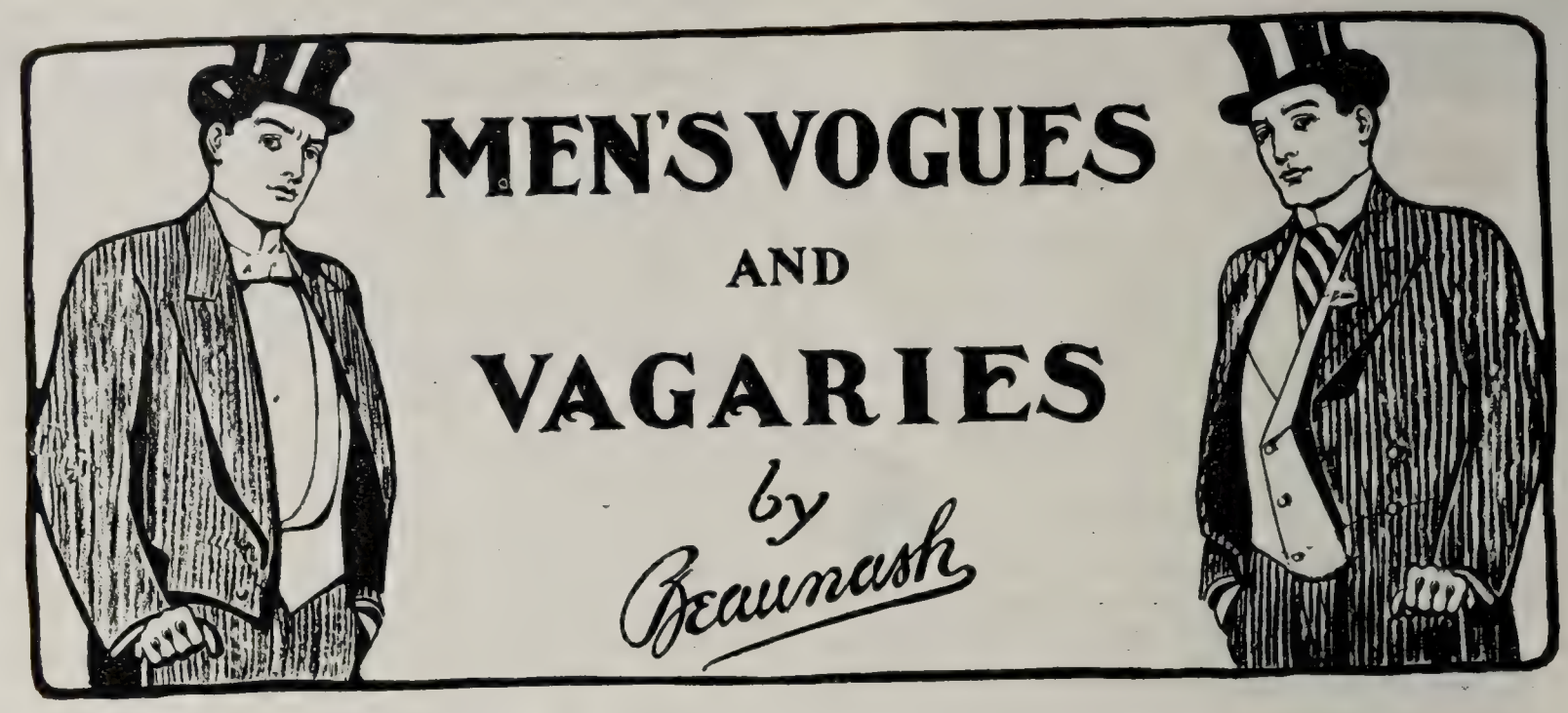
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TO dress in accord with fashion now-a-days, one must dress comfortably, for, true fashion and stiffness in dress are at swords' points. The well-dressed man in the best sense of the term looks wholly at ease in his clothes, makes them seem part and parcel of his personality. The virile spirit of the age frowns upon dandyism as unmanly. The softer and "loungier" one's clothes are, the more do they chime with fashion and fitness. If Americans were a race of polite idlers, fond of sprawling in wide-armed chairs and lazily surveying the world through a club window, it would be different.

But we are doers, not dreamers, workers, not shirkers, and the man of complete leisure, even among those of large wealth, is a rarity. Therefore, our manner of dress must be comfortable, sensible and suited to the tasks, big or little, that each of us perform day by day. The real determiner of fashion is not the social dawdler, but the business man. He avoids the purely faddish and does not tingle for the limelight. Dress is to him just the means to an end, not the end itself. He dresses well not for its effect upon others, but rather for a soothing sense of personal satisfaction. And here let me put my finger on the true inwardness of fashion—dress so well that you feel "fit" to your finger tips and then—forget about yourself.



THE CORRECT JACKET FOR SUMMER

Above all, summer clothes should be cool and hence they must be loose, to allow complete freedom in moving around. Neither the so-called military nor the semi-military cut with its shaped-in back, flaring skirts and creased side seams is adapted to grilling weather. Flannels in plaids and shadow effects, both gray and blue, are modish just now, but the very fact that these two colors have become popular militates against their vogue among men who like to dress differently from the crowd. Trousers have the usual belt loops and are turned up at the bottom for greater comfort. It is well to have one's trousers cut several inches longer for summer to allow for folding at the bottom. The folds should not be pressed, but left soft to avoid that stiffness which runs counter to the spirit of the mode. Brown and even green have been revived among the upper-class tailors, not because they are particularly becoming, but simply as a departure from the monotonous reign of gray and blue. Indeed, it is believed by some that brown and green will be the fashion-

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Brighton Flat Clasp Garters once on, are on to stay. Stand, sit, walk, run, cross your legs—they're there, but you never feel them. They neither bind, chafe nor pinch. They hold the socks smooth, firm, snug.

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DEAR SIR: I have used a number of different makes of adding machines and have seen nearly every kind on the market, and I can state that for the bookkeeper, accountant or all-around office use the Calcumeter is the best of all. Multiplication, etc., can also be performed on the machine as quickly as on the higher-priced machines, and when you look at the Calcumeter you can see in a glance that it will last a business lifetime, without getting out of order. The operation is as simple as writing with a pencil, and does not tire the arm as the key and lever machines do. I heard a man say that he would pay $2.00 per week as long as he remained in an office rather than to be without it.

G. A. HEPINSTALL, Expert Accountant,

Write for Catalogue No. 3.

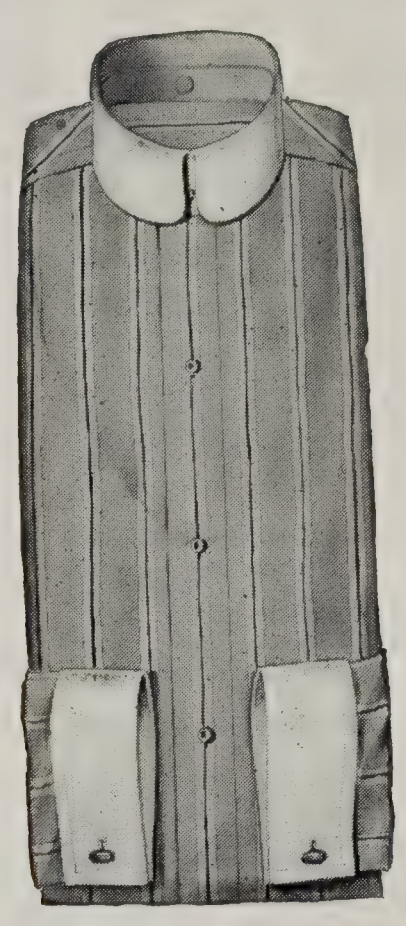
HERBERT NORTH MORSE

30 Green Building, TRENTON, N. J., U. S. A.

able colors for autumn, though, to be sure, both are a bit trying for most men to wear.

The correct summer lounge suit has broad, low-lying lapels which form a "V," two lower and one upper patch pockets. The sleeve may have a narrow cuff finish or a narrow folded-back cuff with one button in the center. The lapels are not pressed flat, but are ironed to a soft roll.

For the young man who likes to thrust his hand into his pockets with a jaunty air, the pockets on the newer summer suits are



SILK SUMMER SHIRT WITH WHITE LINEN CUFFS.

set well forward and some are vertical, semi-vertical and crescent-shaped. The deep center and side vents, as well as side pleats, having become too common, have been discarded and the correct jacket is now cut ventless and defines the back but slightly.

Tub ties are pre-eminently suited to summer, not only because they may be laundered, but also because they are softer and lighter. They are made into narrow four-in-hands or bows which are pinched into a narrow knot and flare decidedly at the ends. White is the coolest and comeliest of all colors and therefore is greatly approved, but there are many other shades and combinations which are in just as good form, soil less easily and hence go longer without a trip to the tub. Summer ties and handkerchiefs are made to match, not only in color but also in pattern, and this fad is greatly affected by young men who like to emphasize a single color scheme in their dress.

At the fashionable watering places white duck and canvas shoes with rubber soles are much approved and, if white socks accompany them, both look cool and grateful



A FASHIONABLE WAISTCOAT, COLLAR AND CRAVAT.

to the eye, as well as somewhat picturesque. "Knicker" drawers and sleeveless undershirts have become standard articles of summer wear and their comfort is too obvious to need dwelling upon. As the ordinary elastic garter is said to bind the leg and may not be wholly suited to wear with



FOLDED FOUR-IN-HAND FOR SUMMER.

knee drawers, a garter made of English pigskin has been introduced. This has no metal to rust and chafe the skin, does not create perspiration and feels soft and cool.



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We are making a special offer of 200 high grade Turkish or Egyptian cigarettes marked with monogram, crest, initials, fac-simile or other design for $4.

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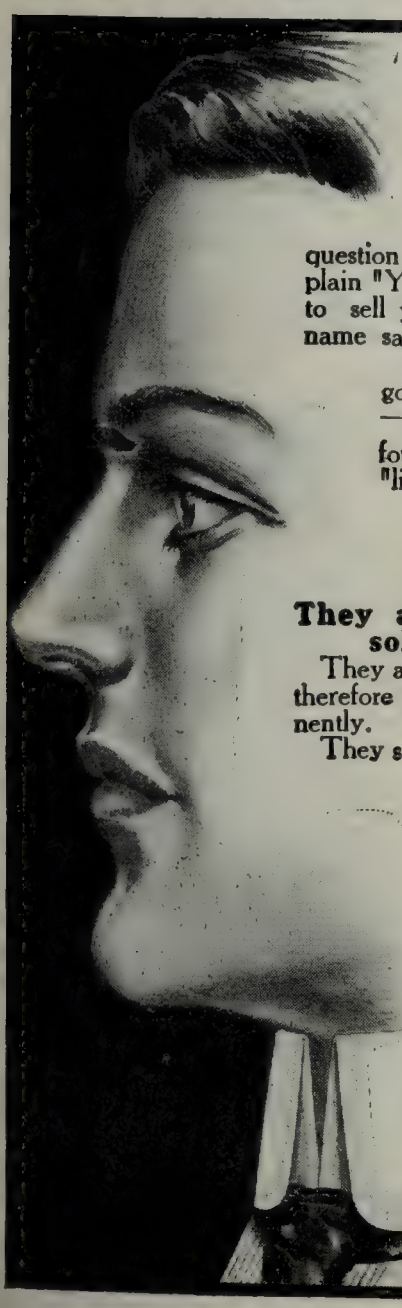
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When you buy collars, do not allow the dealer to evade the question of quality. To your question "Is this a linen collar?" demand a plain "Yes" or "No." Do not allow him to sell you a cotton collar under fancy name said to be "as good as linen."

To wear well and launder well, a good collar, should be made of linen — not cotton, sold as linen.

four-ply — are "linen" — stamped "linen."

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They are the only make ever sold under a guarantee

They are Collar shrunk, not piece shrunk, therefore they keep size and shape permanently.

They save 75% of all your collar troubles; the real twenty-five (25c) cent kind, but sold at two-for-a-quarter and come in quarter sizes.

They are a bit exclusive—not to be had everywhere.

If your dealer cannot supply you, send twenty-five cents for two London Town Linen Collars—cut shows our Kingsway collar, a comfortable, stylish warm weather collar.

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At all jewelers and haberdashers.
Send for story of Collar Button.

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65 Chestnut Street,
Newark, N. J.

The belt most indorsed for summer, measures about an inch and is made of pigskin or Russian leather. There are invisible suspenders to supplement the belt in holding up trousers. They are worn under the skirt and are hidden from view. Those men who cannot forswear suspenders and yet do not care to wear them together with a belt, will find that invisible suspenders solve the problem of tidiness. Fashion has swerved from the stiff sailor shape in straw hats, which some wag has called "shingles," to softer and more pliable straws, Milans, Mackinaws and the like, which may be shaped to suit the wearer's taste and feel much lighter and cooler than the "sailor."

If one has a taste for fancy hat ribbons, and young men delight in them, they may be procured separately from the straw hat and attached by the wearer. Indeed, these detachable ribbons enable a man to wear as many differently colored hat bands as his mood prompts. The wide approval in which gray is held this summer has led to the adoption of gray hat bands on straw hats to match the suits.

If a man dislikes to go gloveless in summer, and some men do, one may wear silk gloves, white, gray, mode in shade. These can be washed. They are particularly suited to traveling and light summer wear, when cumbrous gloves are clearly an infliction.

Pennsylvania C. P. A.'s Elect Officers.

The annual meeting of the Pennsylvania Institute of Certified Public Accountants was held Tuesday evening, May 1st, at Boothby's restaurant, Philadelphia, following an informal dinner.

After the transaction of the general business, the following officers were elected for the ensuing year, viz:—President, Adam A. Ross, Jr.; vice-president, Lawrence E. Brown; secretary, William W. Roror; treasurer, Charles Lewer; council, William E. Montelius, Edward P. Moxey, Edward C. Spaulding, J. D. Stinger, William M. Lybrand; auditor, John F. Steenson.

He Was the Boy.

A business man who occupies a loft on Canal street directed one of his clerks to hang out a "Boy Wanted" sign at the street entrance a few days ago. The card had been swinging in the breeze only a few minutes when a red-headed little toad climbed to the publisher's office with the sign under his arm.

"Say, mister," he demanded of the publisher, "did youse hang out this here 'Boy Wanted' sign?"

"I did," replied the publisher, sternly. "Why did you tear it down?"

Back of his freckles the youngster was gazing in wonder at the man's stupidity.

"Why, because I'm the boy!"

And he was.—Michigan Tradesman.

The Term "O. K."

The term "O. K." does not spring from an easy spelling of "all correct." It is Choctaw. There is in that language a word "okeh," which means "it is correct," or "I agree or approve." It is often used alone to give assent or approval to a suggestion or proposal. "Okeh" was in common use among whites who had dealings with the Choctaws more than thirty years before the Van Buren campaign. It was a convenient expression where parties understood each other's language imperfectly and was used to mean "I understand you and approve of what you say," or "I understand your statement and vouch for its correctness."—*Boston Herald.*

The Man at the Desk.

[WALLACE IRWIN IN "SUCCESS MAGAZINE."]

The Man at the Desk has a patient look
As he writes and writes in his open book,
And he bends his back to the task before
Like a galley-slave to his hand-rubbed oar.
Columns of figures he marshals by,
Piled up decimals mountains high,
Which seem to sing to his well-ruled brain
His long, monotonous life-refrain:—

"Debit, credit, voucher, pay,—
Discount, balance, day by day;
Carried forward, interest, duns,—
So the monotonous river runs."

The Man at the Desk with the patient look
Has followed the rule of the copybook;—
"Early to bed and early to rise,"
Yet he's neither healthy, wealthy, nor wise.
Honest, industrious, sober, chained
To his office cell, he has long remained
Dead of ambition, busy of pen,
Adding up figures for other men.

"Debit, credit, remit, amount,
Carried forward, close account;
Daybooks, draftbooks, interest, duns,—
So the monotonous river runs."

The Man at the Desk with the patient look
Has written his life in the open book,
Has charged up youth with a small amount,
And crossed off Love as a closed account.
Yet bright are the tears in his faded eye
As the column of figures marches by,
Black of ink and with mourning brave
Like a last parade to a yawning grave.

"Debit, credit," the bugles play,
"Discount, balance, voucher, pay,
Carried forward, interest, duns,—
So the monotonous river runs."



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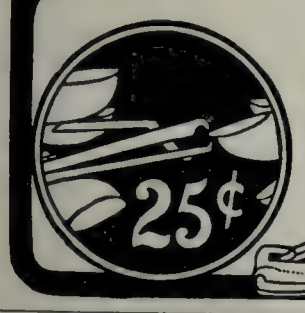
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French's Mixture

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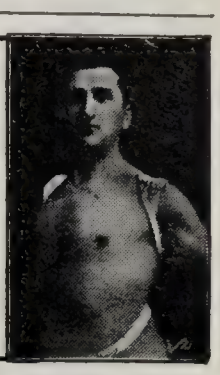
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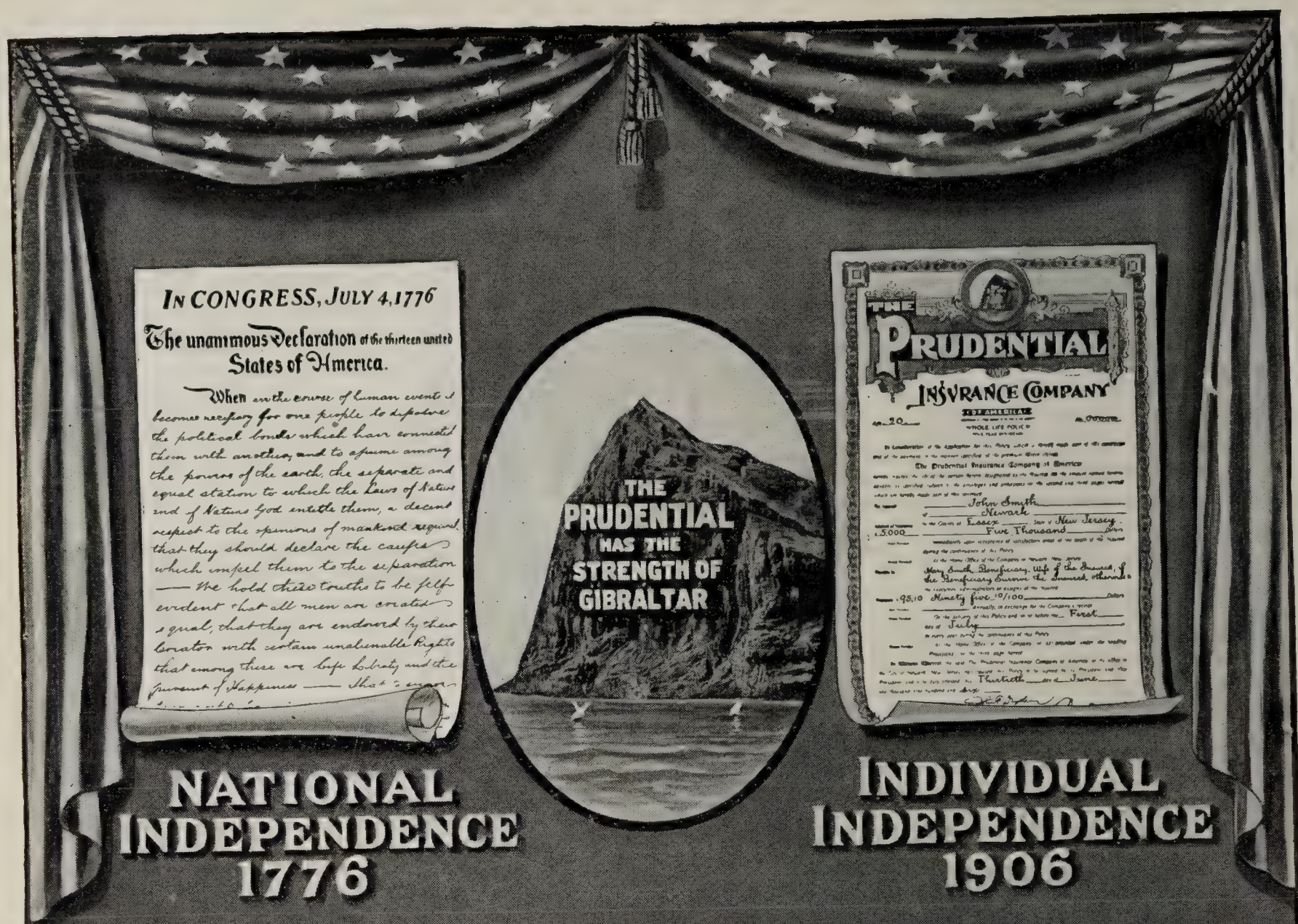
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AUGUST, 1906

E. H. BEACH, EDITOR

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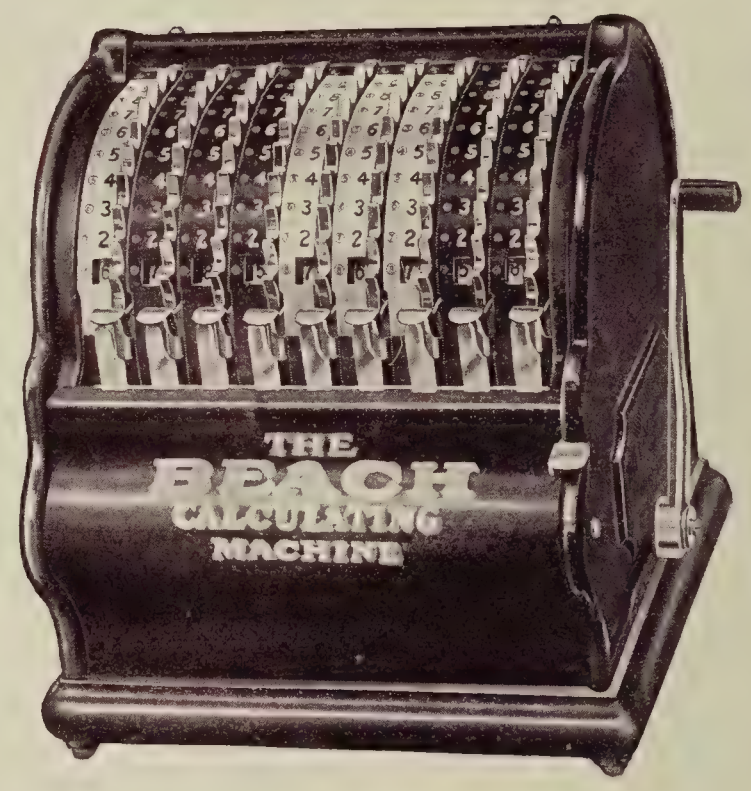
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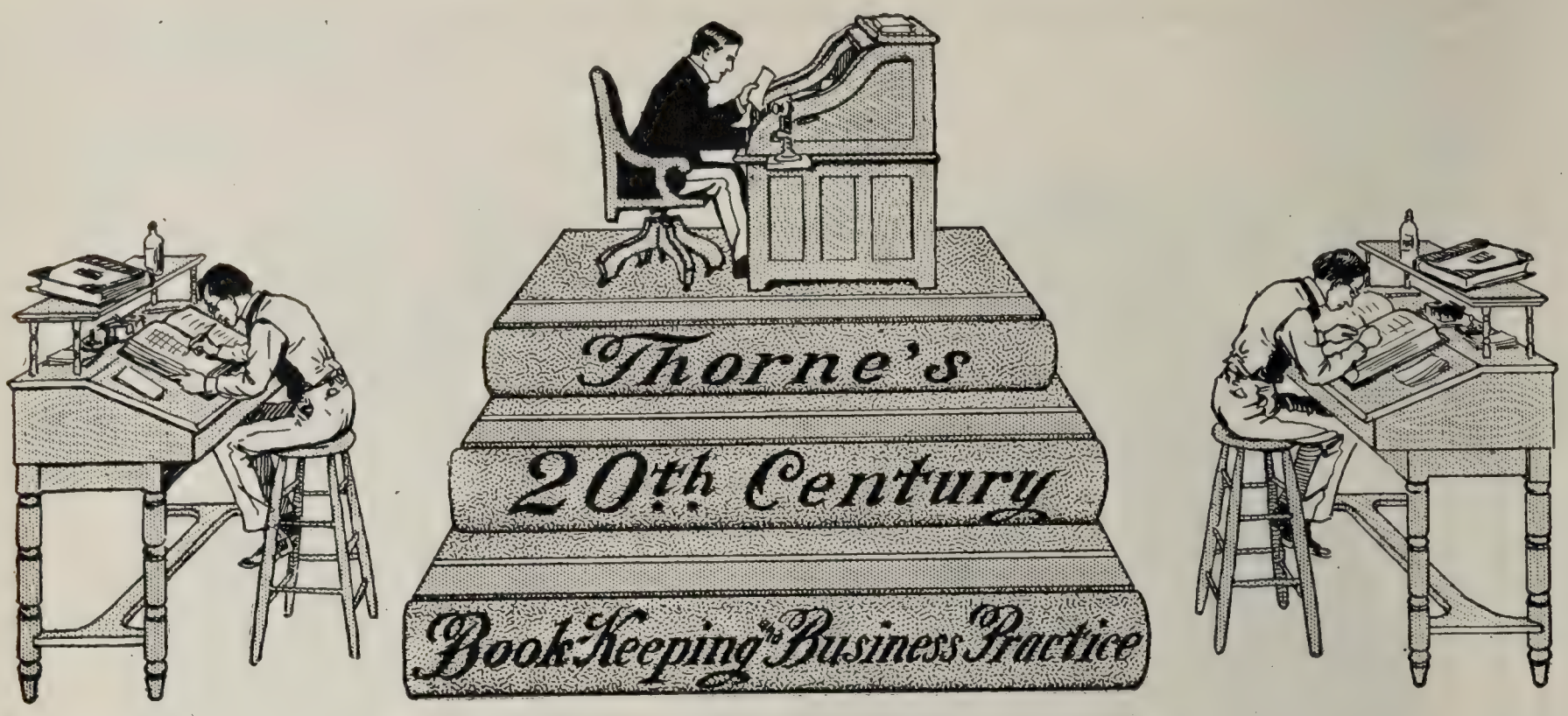
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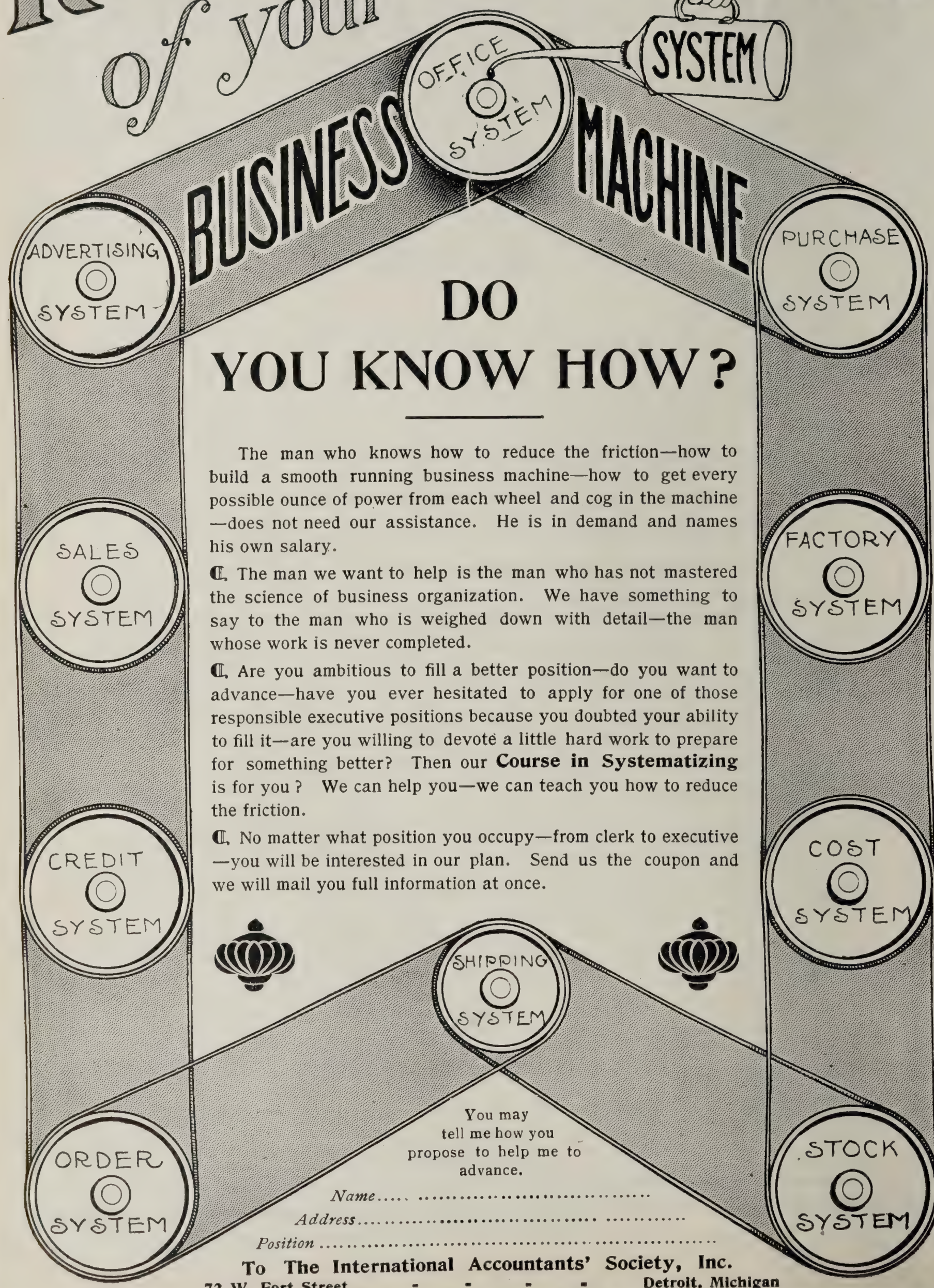
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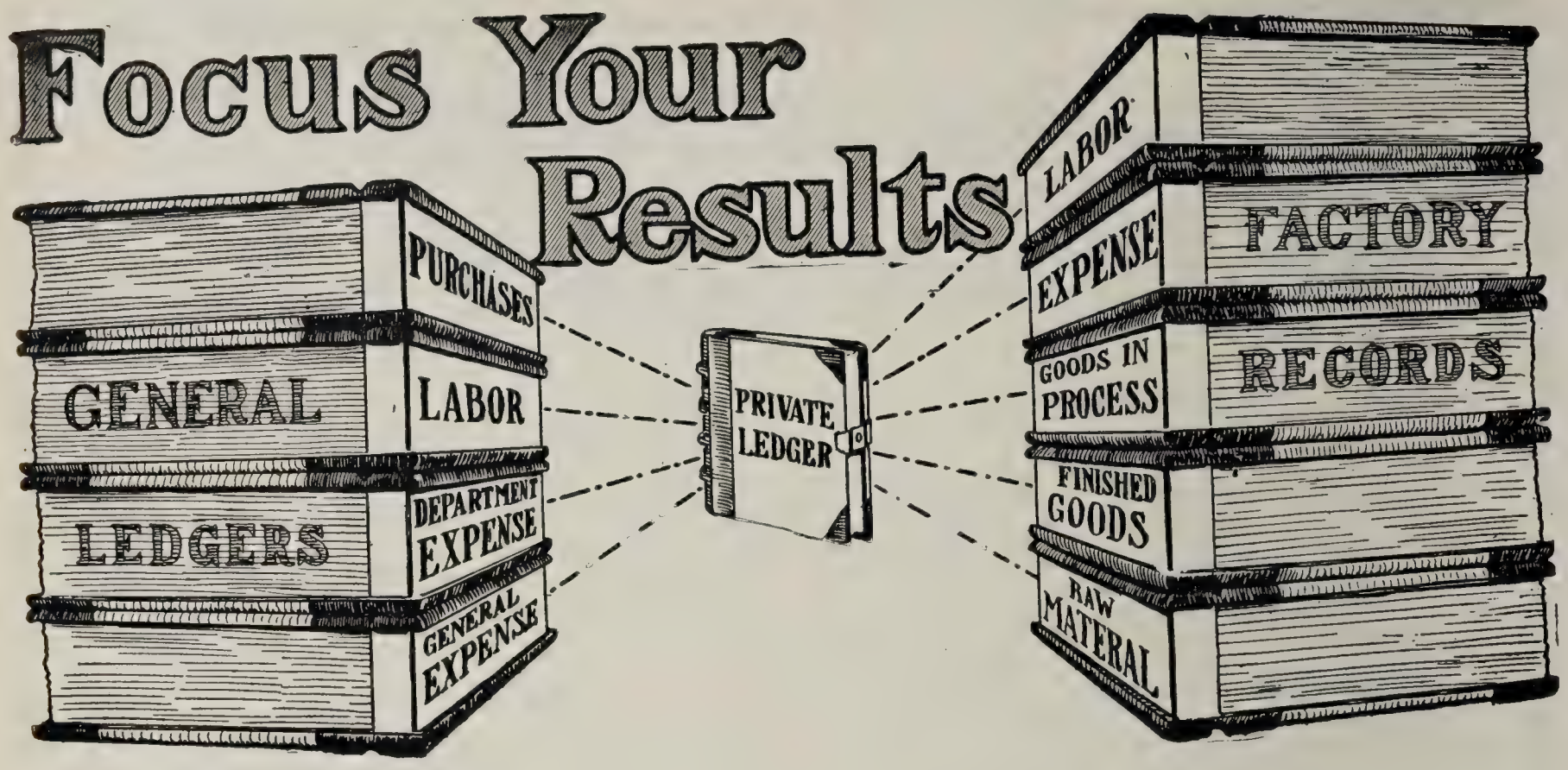
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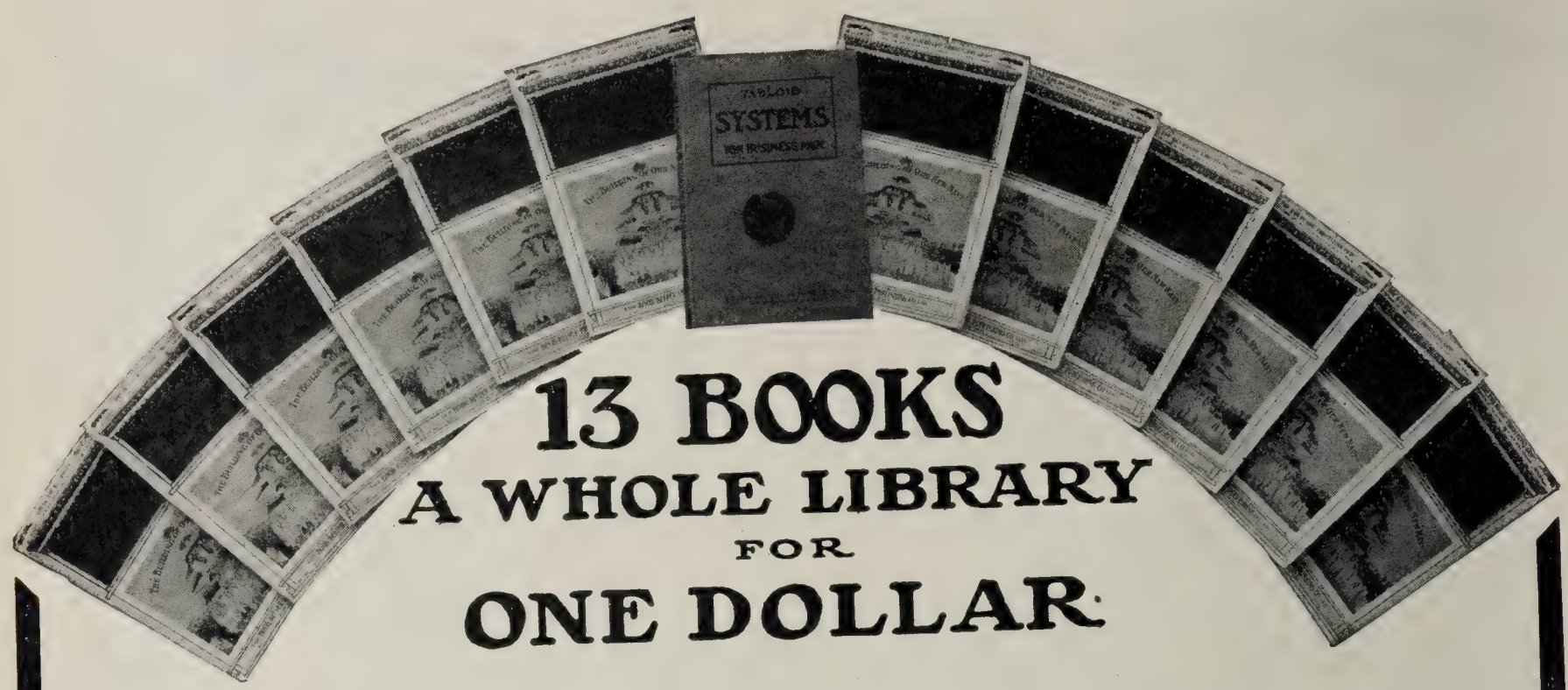
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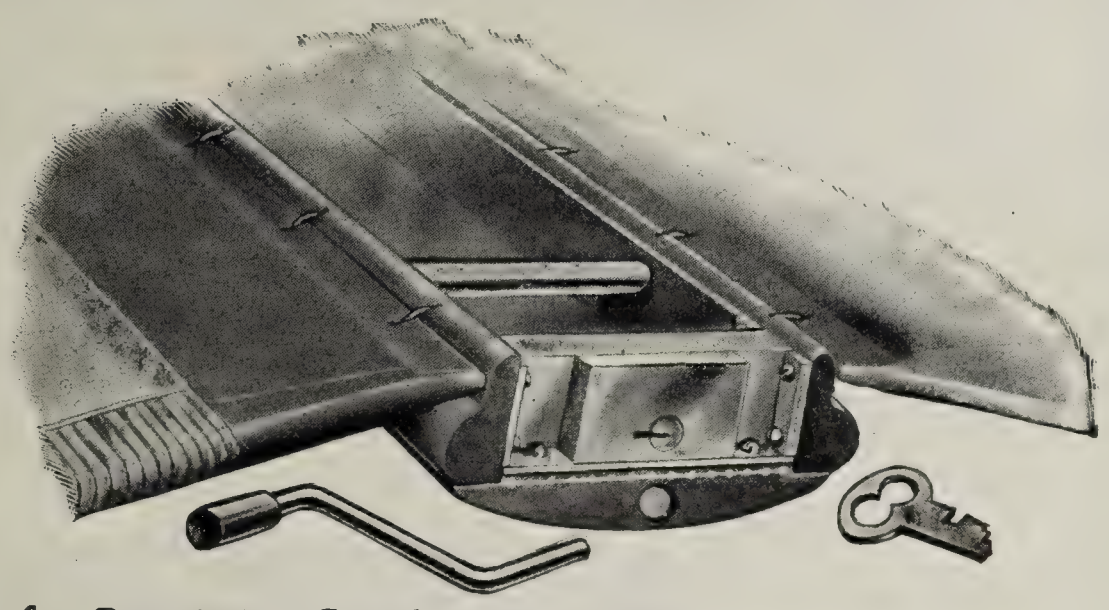
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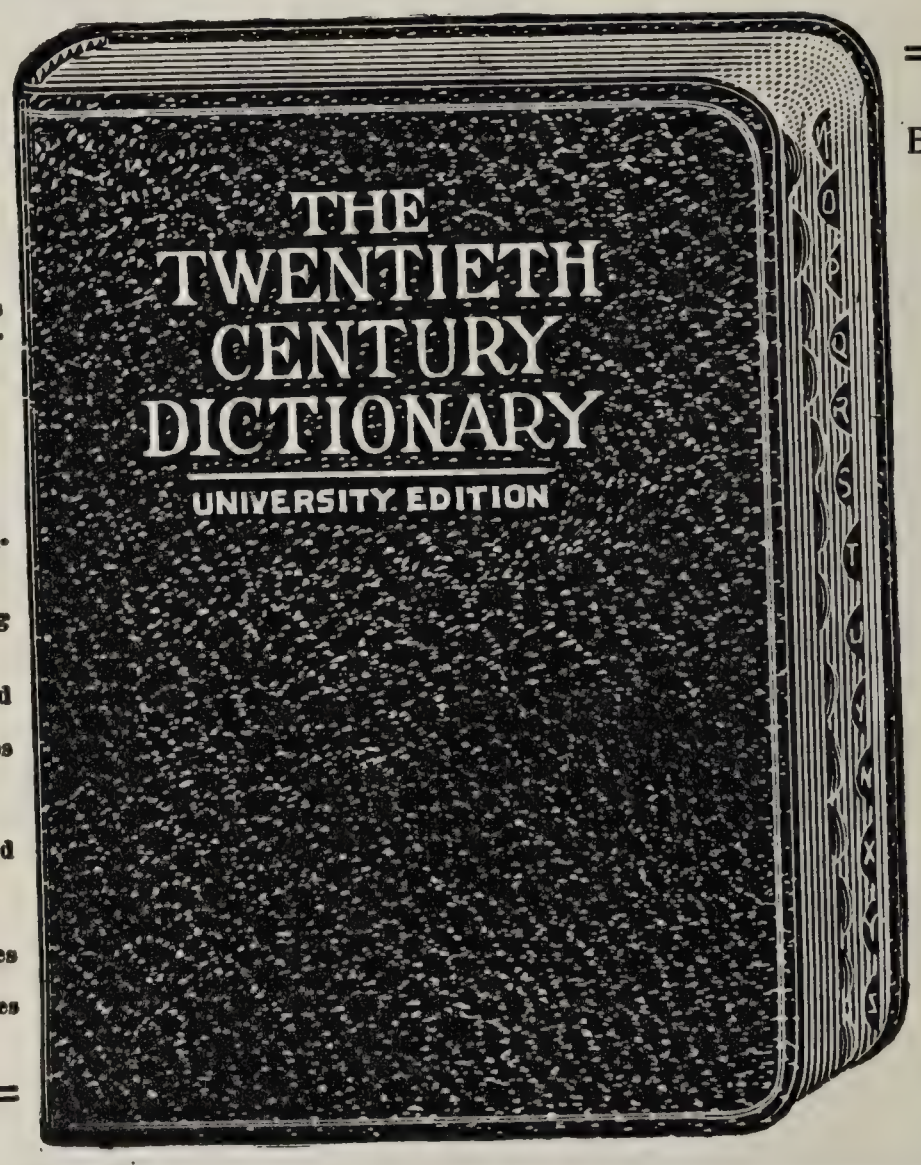
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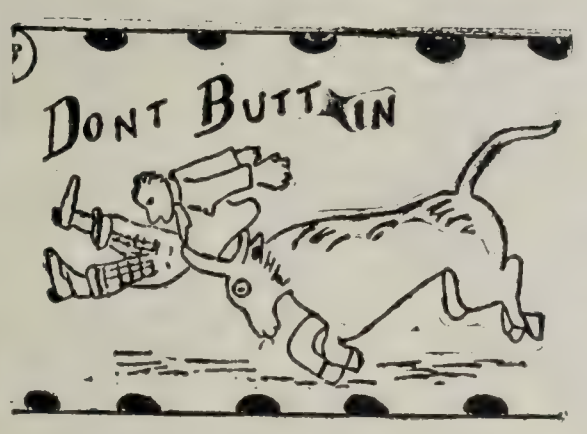
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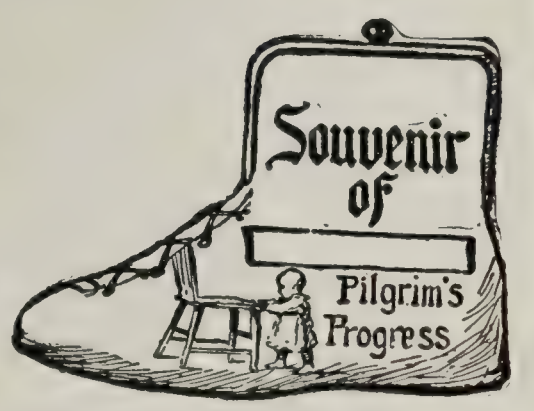
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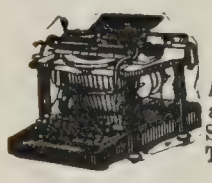
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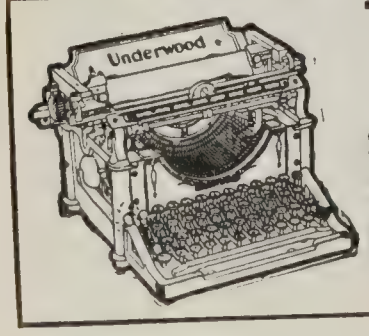
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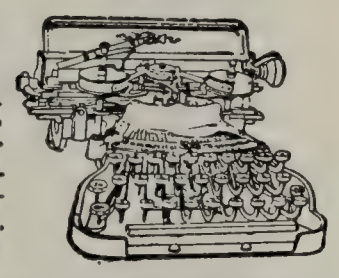
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$50 Commercial Visible TYPEWRITER FOR $25

FOR $25 WE WILL SELL THE REGULAR $50

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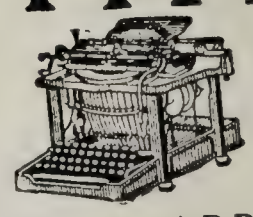


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The New Tri-Chrome Smith Premier Typewriter

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Well that depends; if it pertains to typewriters and the name is

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It means writing **in sight**, the **best**, the most **up-to-date**, the most **complete** typewriter ever constructed.
It means for those who use it **a saving of 25 per cent. in time.**
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It means a typewriter and tabulator for **one price.**
It means the **most perfect** mechanical **construction.**
It means strength, a light touch, a quick response—in fact everything that goes to make a perfect typewriter.

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Air Cushion Feet

Price, by Mail
$2.00 per Set



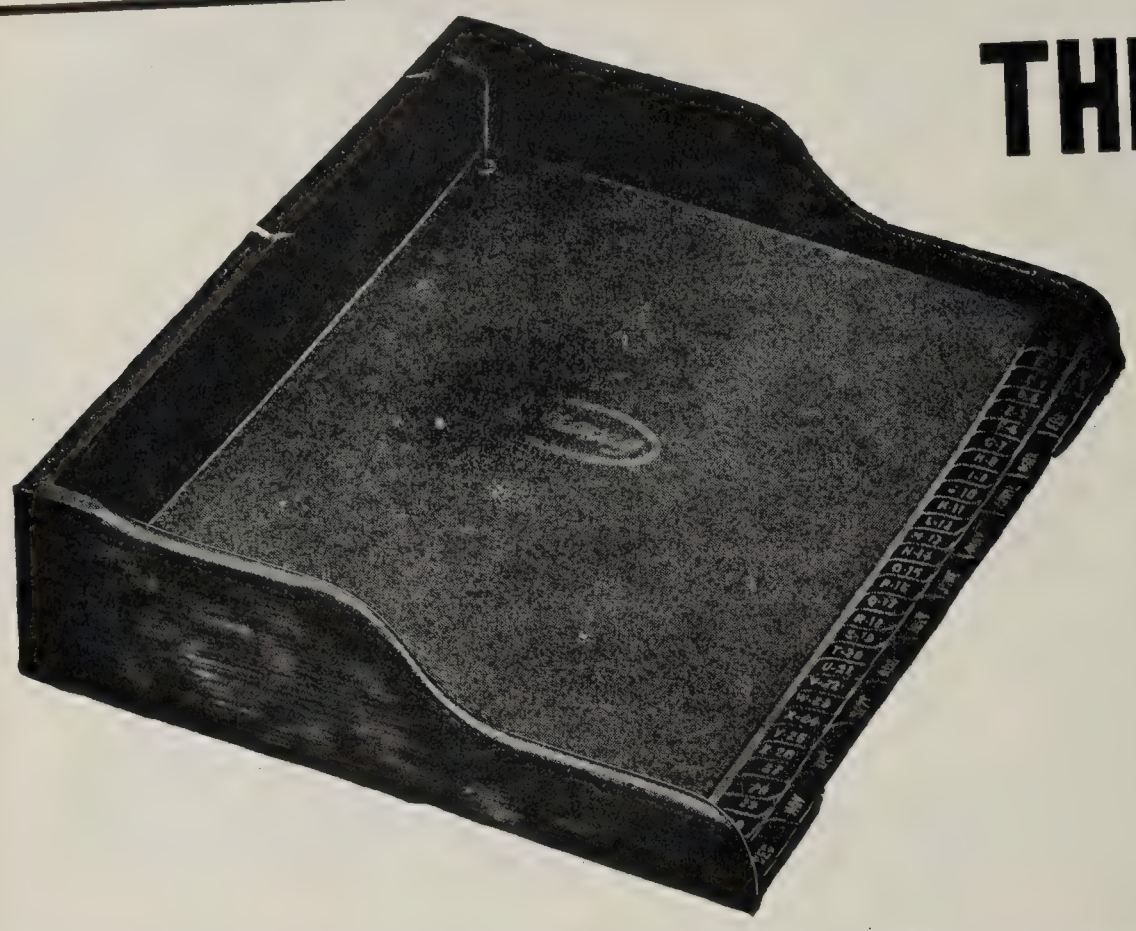
Air Cushion Typewriter Feet save wear and tear on the machine and reduce repair bills one-half. Fifty typewriters equipped with these little Cushions will not begin to make the noise of five operated without.

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Name machine when ordering.

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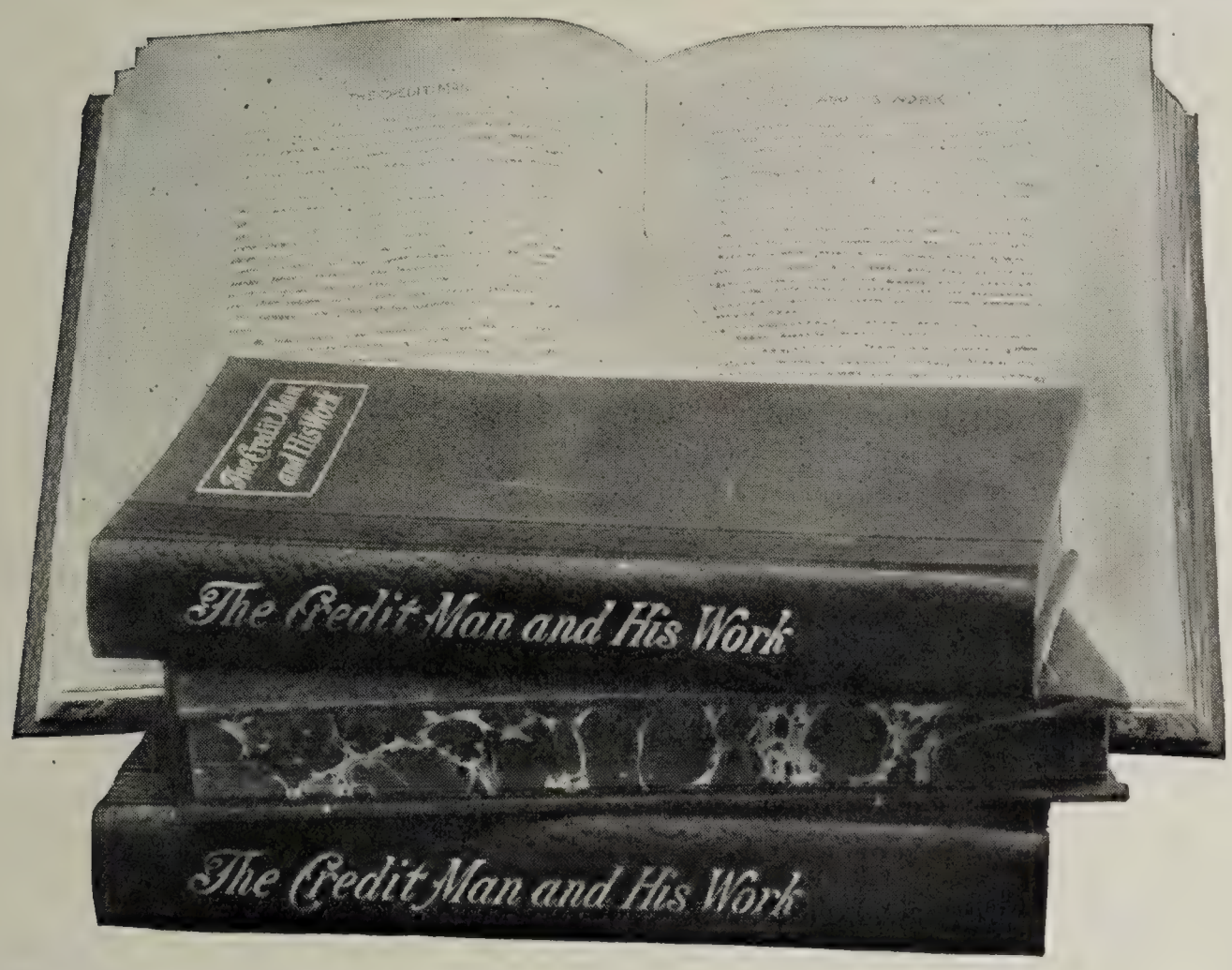
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How much of your money is tied up in bad debts?
Do you know exactly your percentage of loss through bad debts?
No matter how small it may be—isn't it capable of being reduced?



¶ **There are simple, unique systems** used by the most advanced experts—plans for "sizing up" the customer—methods of enforcing payments—that bring the whole question of credits and collections to a mere matter of automatic routine. There are twenty-three actual systems described in **THE CREDIT MAN AND HIS WORK** that show how to

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The newspaper occupies this field satisfactorily for the advertiser who wishes to reach only the local reader—the magazine talks to readers everywhere.

THE BUSINESS MAN'S MAGAZINE with 650,000 readers, going to every civilized country in the world, will give your advertisement the best of good circulation and will bring you results.

No advertisement for less than 4 lines nor for more than 12 lines will be accepted for this department.

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Advertising Department, The Business Man's Magazine
DETROIT, MICH.

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Enclosed please find.....($1.00 per line) in payment for first insertion—*Copy attached.*

[Allow about eight words to the line—most of the last line for name and address].

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NAME.....

ADDRESS.....

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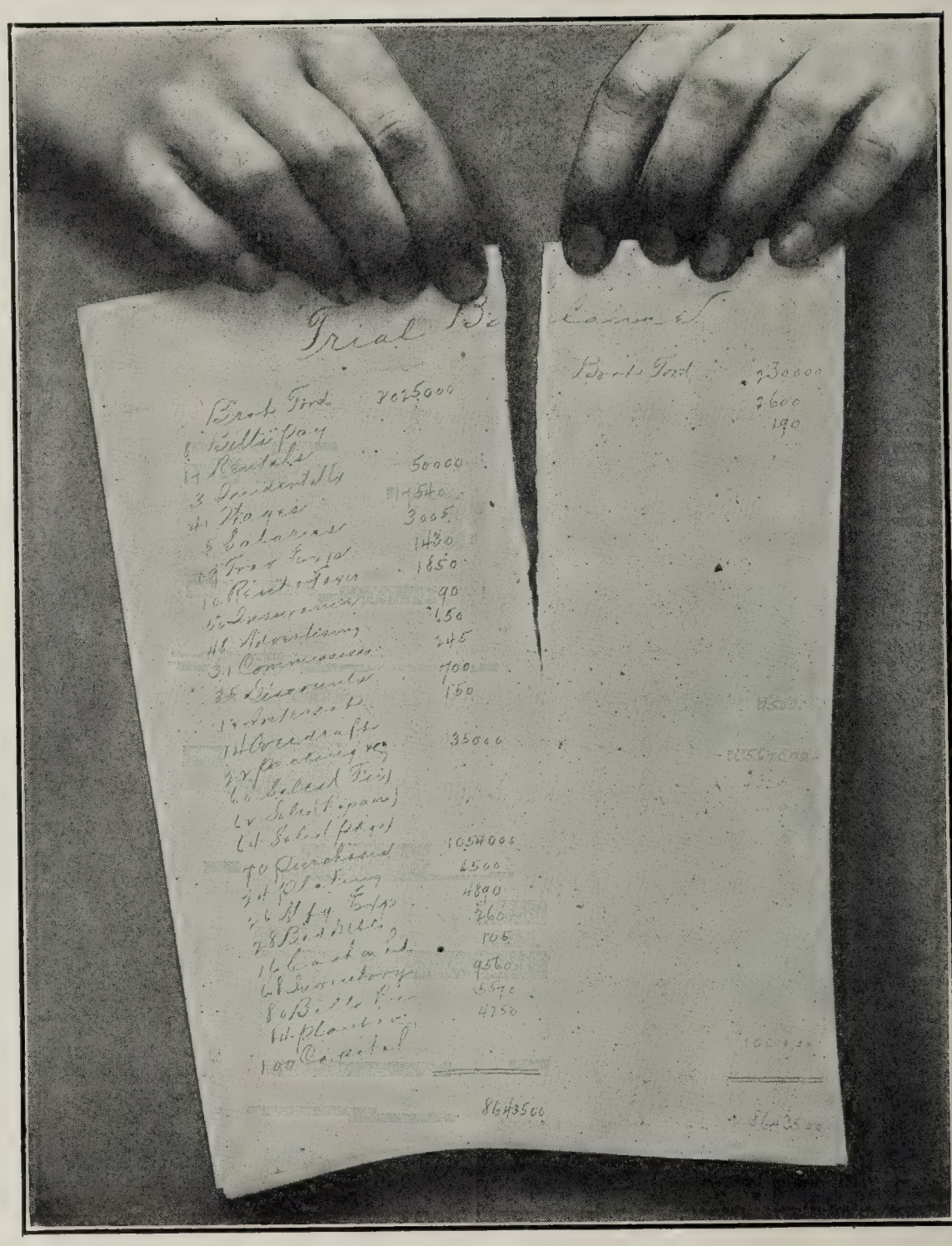
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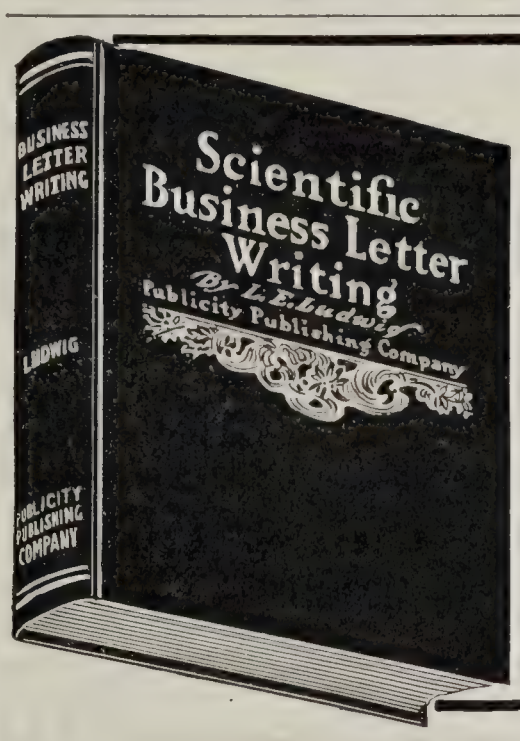
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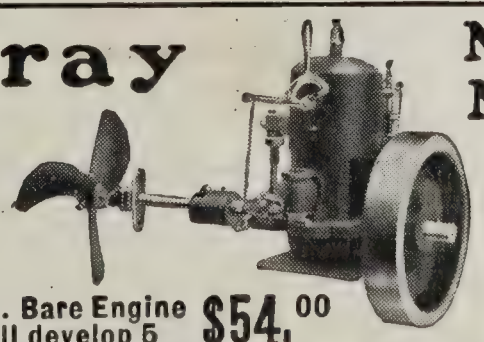


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E. H. BEACH, Editor.

VOLUME XIX AUGUST, 1906 NUMBER II

"Contest Between Monopoly and the People"

By HON. CHARLES E. TOWNSEND

The second of Congressman Townsend's striking articles, written with a view to making the public appreciate the absolute necessity of seeing the intent of the Railroad Rebate Bill carried out, in spite of the hostility which is sure to be encountered from the vested interests concerned.

Some extraordinary statistics in relation to the profits made by railroads on passenger traffic.

IN 1811 Robert Fulton, crossing the Alleghenies by stage, prophesied that within a generation carriages would be drawn over those mountains by steam engines "at a rate of speed more rapid than that of a stage on the smoothest turnpike." Today, less than a hundred years later, we no longer retain in our memories the year when the magnificent horse-shoe curve between Altoona and the summit of the Alleghenies was constructed, and we have long traveled over those mountains in palatial coaches at a rate of speed perhaps five times greater than that of a coach on a macadamized road. If Fulton, who died in 1815, had lived fifteen years longer, he would have seen his prophecy well on the way towards fulfillment. By 1830 many of the obstacles developed by the experiments made in the preceding decade had been removed as the result of the concentration of engineering invention, and there was built up to the end of that year fifteen miles of the Baltimore & Ohio, four miles of the Mill Creek Road in Pennsylvania, eleven miles of the Schuylkill Valley, also in Pennsylvania, and ten miles of the South Carolina Road. The latter is claimed to be the first real American railroad. In the ten years up to 1840 railway building in the United States increased to 2,265 miles, with about 56 companies in operation. New England had 357 miles. New York, Pennsylvania, Ohio, Michigan, Indiana, Illinois, Delaware, New Jersey and the District of Columbia had 1,400 miles, the southern states 487 miles, and in the southwest there was a short road of 21 miles. There are probably some omissions in this statement, but the figures seem the best now available and are quite sufficient for the present purpose.

Though railway building commenced about 1830, the real start of railway operations did not begin, of course, until a substantial number of miles had been covered, say in 1840, and even then there was no definite belief that this new means of transportation was destined in less than sixty years to revolutionize the industrial and commercial methods developed throughout forty centuries.

Looking backward now we are fully justified in referring the commencement of modern business to about the year 1830, when the first crude and feeble

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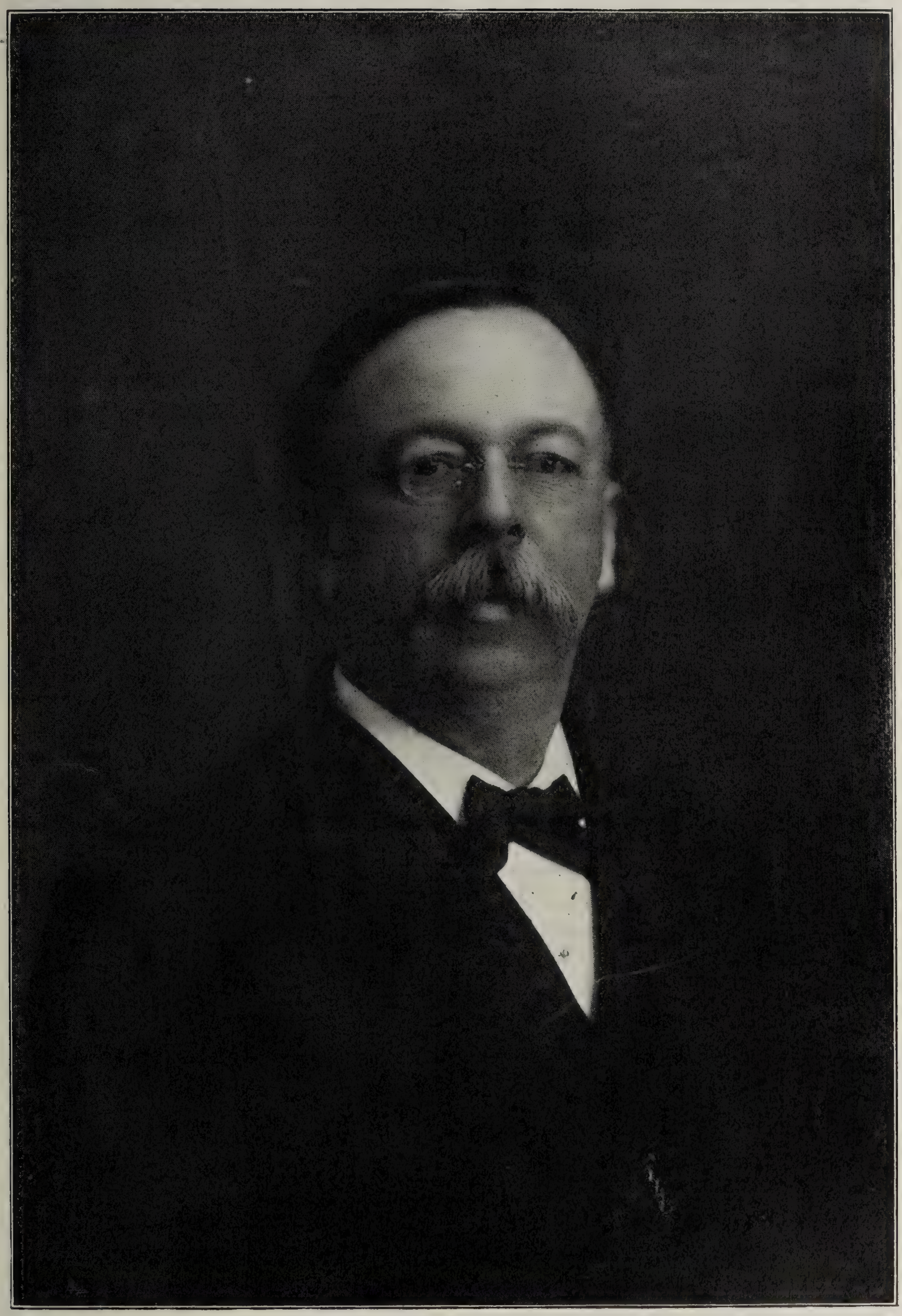
locomotive hauled a lightly loaded car upon a trembling track; and while we all view the world's magnificent attained progress as spread over the centuries, we know that its chief artificer, the railway, a veritable genii in effecting transformation according to human will, was raised into action within the lifetime of living man. Truly, when one reflects upon the magic changes thus accomplished, thinks of the world today as it is with the railway ever extending and increasing its capacity to serve, and as the world was without the railway, with the obstacles to land transportation that had triumphed over the combined inventive genius of all the ages, the temptation to enlarge upon and compare what was and what could not be enjoyed with what is and what is actually possessed, is almost irresistible. The limited scope of these papers, however, compel the curbing of that inclination, and with that realized, let us turn to a scanty consideration of the causes and some of the results of railway development into railway systems.

It would be a mistake to assume that the early projected railways were extended mainly between points in the interior. As the railways must be constructed with a view to traffic and revenue, it was natural, as was the fact, that the early roads should be built with a purpose of acquiring a share in the then existing great volume of traffic which had been carried wholly by water, while at the same time opening up the new method of transportation to inland places between the termini. The Baltimore & Ohio, first projected between Baltimore, an Atlantic seaport, and the Ohio river, the New York and Erie, between New York and Lake Erie, the roads between New York and Albany, paralleling the Hudson river, between the seaports of Philadelphia and Baltimore and New York, are of this type.

We had four great water systems which were used for trade outlets, the Mississippi and its tributaries on the west, the Gulf on the south, the Great Lakes and the St. Lawrence on the north, and the Atlantic coast on the east. Every principal railway was at that time constructed with a view of rivaling one of these great waterways, and it was the great aim in the construction of small roads, though the expectation was not always realized, to ultimately make connection with railroad lines which would result in the establishment of through routes between some of these natural water systems. The question most discussed was whether the railway in rivalry with the waterway could be operated with profit, and the detailed history of the conflict of these competitive forces would itself constitute an interesting narrative.

Early Railroading.

The English, with their characteristic thoroughness, had set us the example of low grades and long curves, and the early locomotives imported from England and built for use on such lines were found unadapted to roads built at the minimum of expense and therefore with all possible avoidance of tunneling or unnecessary cutting to light grade. The result was short curves and heavy grades, and locomotives unsuited to use over a line of that character. As the English locomotive was built with a practically rigid truck for the wheels, the American engineer was face to face with a most serious problem. The idea of the swiveling truck, is said to have been first suggested by Horatio Allen in 1831, and to have been invented and put in force by John B. Jervis, chief engineer of the Mohawk & Hudson road in that year. This, placed under the front end of the engine, enables it to take a curve of very short radius, and it was demonstrated that the lines could very often follow the circumference of the mountain at the projected level instead of going through it; it could avoid tunneling through by running between the mountains. But the early road beds, and until recent years most of the later



HON. G. W. A. CHAMBERLAIN,
Governor of Oregon, Whose Letter We Published in Our June Issue.

ones, were rough, and this also prevented operation of the English type of locomotive, which was designed for the smooth and well-ballasted way. The English locomotives could not be run upon our uneven tracks. Here again the invention of our engineers was equal to the problem, and they came forward with the "equalizing beam" or lever, invented by J. B. Harrison in 1838, which keeps the weight of the engine always upon a sufficient number of its wheels to prevent derailment in ordinary operation.

These two initial improvements made it possible to successfully operate cheaply constructed railways; and in these early days, when money was scarce and investors afraid of the new venture, to start a railroad with the least possible outlay. The appliances mentioned cleared the way, and together they have been asserted to be the "key" to the evolution of the American railway.

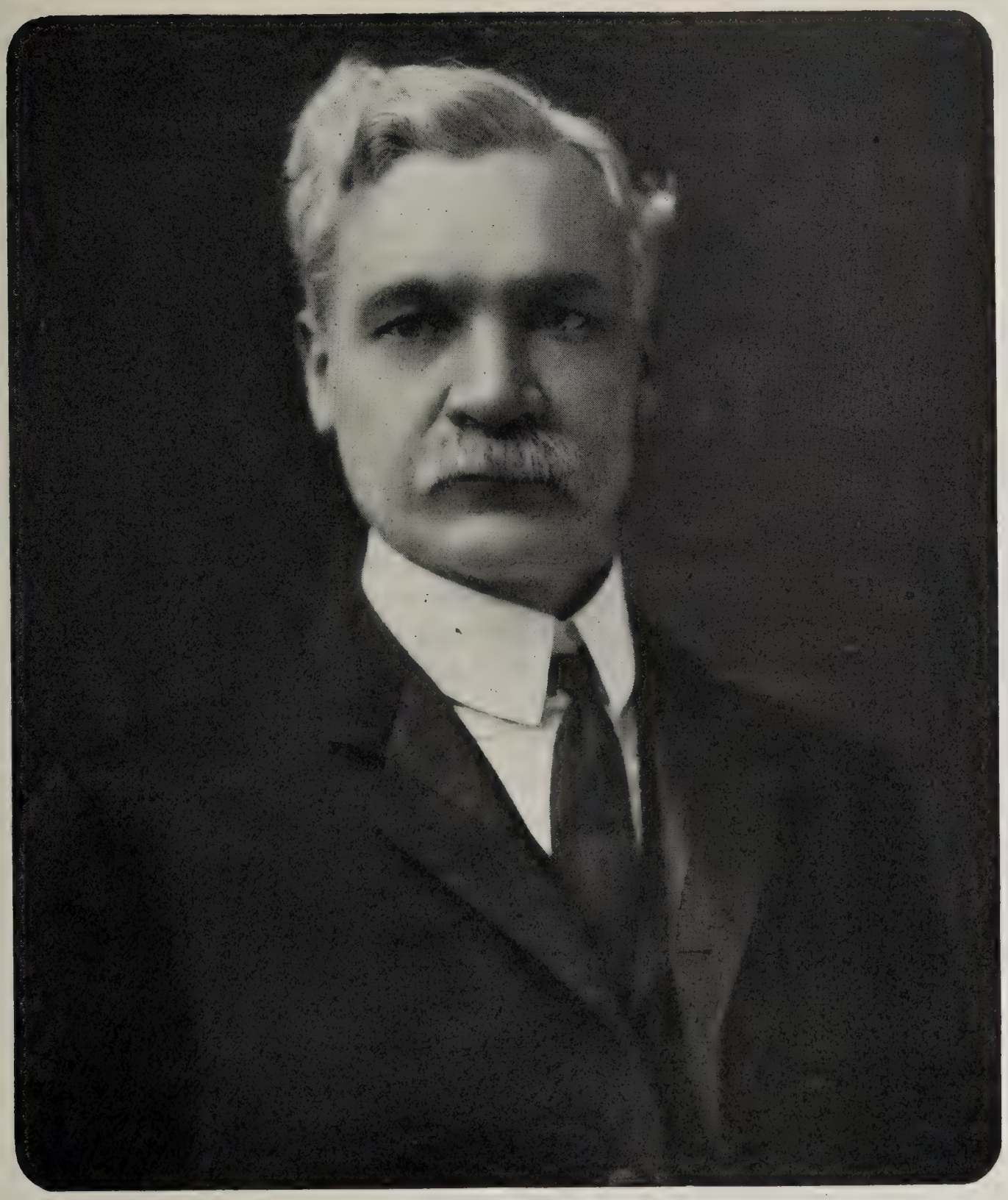
It was soon found, too, that the flexibility of our type of engine increased the adherence to track and permitted heavier car loading. Swiveling trucks were also patented for cars, and then the equipment feature of railroading was fairly started upon the path of progress. After a while we adopted the switch-back, the zig-zag, and loop for mountain construction, of which we have several amazing examples in our Rockies and other parts of the country.

The great distinction between the American and English railway is that the latter was not opened for traffic, as a rule, until the construction according to the best plans of railway building known at the time was practically complete; while the former was built originally in the cheapest manner and put in operation with the smallest delay possible.

There was much discussion and prophecy at the outset as to how fast a railroad train could go without derailment. At first 10 or 12 miles an hour was deemed to be the limit. A writer in the British Quarterly Review in the early thirties said: "As to those persons who speculate on making railways general throughout the kingdom, we deem them and their visionary schemes unworthy of notice." The operators of numerous British canals were not so pessimistic, and one of the most prominent declared: "We shall do well enough, if we can keep clear of those cursed railways." Contrast these remarks with the statement of that great man, Gladstone, in 1872, which was itself a vision of railway destiny. He was speaking to a body of civil engineers in that year and said: "You have already covered the civilized world, and you are rapidly piercing the uncivilized. The cataracts of the Nile are no longer secure. I believe the next step will be a railway across the desert of Africa." An instance of the amazing progress of railway development since Gladstone died is the approaching realization of the scheme for a road from the Cape of Good Hope to Cairo. It is worth observing that along parts of the "Cape to Cairo line" the telegraph poles are used as back-scratchers by wild animals. Thus does twentieth century progress now and then have occasion to apply its magic touch to primeval conditions.

Returning to the evolution of our railway system, we find that every step of progression has been attended by what seemed almost insurmountable difficulties. Most railway corporations for a long period held firmly to the idea that its local or individual rates must apply to the traffic affected, whether that traffic was shipped through over two or more roads or was local to its own line. Few railroad managers could comprehend the mutual benefits resulting from the interchange of loaded cars between connecting lines; and the great principle that increased traffic obtainable by considerable reduction in rate is more desirable than a fair amount of traffic earning high rates, had to be demonstrated repeatedly, and its application compelled by competitive conditions arising from the extension of new lines or constant rivalry with the waterways.

PRESIDENT CASSATT: THEY DO NOT GRAFT—THEY MUST STOP IT.



CONGRESSMAN E. H. HINSHAW.
Fourth Nebraska District.

Railways vs. Canals.

Gradually, however, the demands of traffic for through service and the continuing and increasing need for greater revenue with which to develop and improve the properties, and add new equipment, as well as to approach the time when dividends might be paid, worked out those changes in railway operation which constitute the real commencement of the American railway system. Strange to say, this desirable condition was violently opposed in several quarters by the people, an instance of which was the strong agitation in and about 1858 for a law prohibiting the New York Central from carrying freight in competition with the Erie Canal. It was claimed that the canal enjoyed a natural right as a waterway to the through freight, which it would be against public policy for the railroad to share. The Civil War operated very largely to retard all railway improvement, but that conflict perhaps strongly demonstrated the necessity for through service and rates low enough to attract the long-haul through freight to the railroads. One direct result was the stimulation of the building of the transcontinental roads under government aid, both in grants of public land and loan of credit.

This was doing in a national way what the states, counties, and even towns or

municipalities had previously done, by the system known as "bonding," for roads incorporated under state laws. After the war this policy of public aid was applied extensively, and while in the end the results undoubtedly justified the vast expenditure, for the tremendous benefits of this public service to the people as a whole are inestimable, and deferring their realization meant delay in the development of natural progress and power, this policy was nevertheless accompanied by disregard of promises given to the public, wasteful expenditure of the public funds so applied with a view to private gain, wrecking of the railway finances with the same object in view, and foreclosure and sale of the properties. The instances are few, indeed, where the grant of subsidies to these interior transportation corporations have been favorable investments from a financial standpoint, however greatly the general public may have benefited ultimately from the policy described. It is enough to say that nearly every considerable subsidy or loan of credit to railways in the United States has been attended by rascality and robbery, from the stupendous operations of the Credit Mobilier, a part of national history, to the grant of town bonds to aid the construction of some small line. The tale of "graft" and often downright criminality involved in the manipulation and disposition of these grants, and the financial operations of the roads for which they were made, would fill a large volume, with the trail of the "muck-rake" on every page.

How Railroad Stocks Are "Watered."

It was not unusual to start a small road with, say, one million dollars in stock, of which say one-tenth is paid in by those on the inside. These directors would issue two millions in bonds, selling them below par, at 80 for instance, giving a total of $1,600,000, and then reimburse themselves for the $100,000 advanced by charging five per cent for placing the loan. This would leave $1,500,000 to build the road. The same directors then appeared as a construction company, and as railroad directors awarded themselves $1,500,000 to pay for $1,000,000 worth of work. Naturally the road, unable to pay interest on the bonds, drifted into the hands of a receiver, the foreclosure price would, of course, squeeze out the water in the capitalization, and all the stock and much of the bonds would become worthless. This illustration may be too severe in its reference to some roads, but just as truly it is too mild as applied to others.

But passing this all by, let us see how this once struggling enterprise came to reach its present greatness. Allusion has been made to the necessity for through transportation and through rates that the long distance traffic would bear. It required no mathematics to show that a full carload could be carried more cheaply than a part carload, and a short calculation also proved that it costs far less per carload to haul two carloads than it does to haul one carload, and comparatively little more to haul fifteen loaded cars than it does to haul ten. So if a given rate between Chicago and New York only brings to a railroad 20 cars a day, and reducing that rate one-fourth will bring the road 40 cars a day, it pays amazingly to reduce the rate. Let us take an example. It costs, say, $25 per car to transport the 20 cars from Chicago to New York, counting in the operating and fixed charges and all expenses. To bring the 40 cars instead of the 20 adds nothing to fixed charges, and the cost of the movement itself is not

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House of Representatives U. S.,
Washington, D. C., May 5, 1906.

E. H. BEACH, *Editor*:

My Dear Sir—I am in receipt of your favor of the 30th, and also of the copy of your magazine, for which kindly accept my thanks.

I shall read with a great deal of interest the articles written by Congressman Charles E. Townsend, as I look on him as being the first settler on this question, and have a great deal of confidence and respect for his opinion on this subject, and I believe that you will find his articles very popular with your subscribers. Mr. Townsend is one of the most representative men in Congress.

Very truly yours,
WM. W. WILSON.

RAILROAD'S CARDINAL RULE: TAKE ALL THE TRAFFIC WILL BEAR.

by any means doubled, for the same engine will haul and about the same crew will handle the 40 cars that were used to haul and handle the 20 cars. Assuming that the additional cost of the added $20 cars is $5 per car; the original 20 cars cost the carrier $500 to transport, and the extra 20 cars cost it $100 to transport, making a total of $600. The rate in force yielded a charge per carload of 20 tons, say $100, or $2,000 for the first 20 cars. Let the charge per carload be reduced one-fourth, to $75, and for the 40 cars we have $3,000. The profit on the 20 cars was $1,500, and the profit on the 40 cars is $2,400. This rough illustration indicates how the getting of an additional volume of traffic was the cause of immense rate reductions on long-haul freight.

The same principle, the greater the volume of traffic, the less the cost of transportation, has actuated all the later economies in railway operations, the steel rail, growing heavier with each replacement, the stone ballast and frequent renewal of ties, the constantly increasing weight and power of locomotives, and evolution of the light and comparatively frail 10-ton freight car into the modern steel car of 100 tons burden, the massing of traffic into through train loads, and all the other economies of operation, with the resultant increase of earnings, which have been and are being constantly devised by the railway manager.

There was also no guarantee of permanency in the formation by simple agreement of through lines composed of several short roads, little likelihood of harmonious management, or concord in methods of improvement, and there was plainly much to be gained in those respects and in economy by merging the control into a single company. The signal success of the first Vanderbilt in building up the great New York Central System from a large number of small roads, and of Thompson and Scott in linking together an even greater number of little roads and developing what are now known as the Pennsylvania properties, are sufficient examples. Today the New York Central Company, which began with the combination of a great many comparatively short roads into the line from New York to Buffalo, controls numerous others, themselves great lines, one of which, the Lake Shore, earns in excess of a high yearly dividend, enough to buy a railroad of respectable length each year. Through many years, since the initial success of merging short lines into single long lines, the process of consolidation into systems has been going on. So far as the extension of through lines is concerned, the progress made in that direction has been healthy and of great benefit to the public. If passengers between New York and Albany had to change cars eight or ten times, and ten or fifteen times between Albany and Buffalo, or if all these various roads had to enter into arrangements for through carriage subject to continual disagreements, we would have today something like the situation which existed about 50 years ago.

Such extension of common ownership tends to economy of operation and reduction of rates, with greater provision of through service facilities. An example is found in the Louisville & Nashville System, which, as the name indicates, ran originally only between Louisville and Nashville. Today it has a line to St. Louis, another to Cincinnati, another to New Orleans, and an extension into Florida, with a number of subsidiary lines and trackage rights and leases for operation over others.



JUST LIKE A LEMON.

RAILROAD PRAYER: O, LORD, CAN WE BEAT THE REBATE LAW?

Railroad Builders and Railroad Wreckers.

Some of the men who controlled the destinies of railroads in the early days are now regarded as public benefactors, while others are chiefly famous on account of their infamous exploits. Whatever may be said of their methods, Vanderbilt and Scott built great railway systems, and on the other hand, Fisk and Gould, when associated together, wrecked them. If we think of the latter and the Erie System, the mind unfailingly recalls Black Friday in Wall Street, and if we think of the former in connection with the New York Central and Pennsylvania, it is associated with the building up and successful management of great public works.

All these extensions into constantly developing systems competing for through traffic or business in common territory engendered fierce competition between the roads themselves, and rate wars often reduced transportation charges on competitive traffic, both freight and passenger, to ridiculously low figures. This state of affairs is to be contrasted with the known fact that nearly all of our railways and extended lines possessed in earlier periods at least a largely inflated capitalization, representing on many roads two or three times the actual cost, and that nearly all roads were, with such expanded capital, obliged to charge as high rates as the business would bear. This is why the term "all that the traffic will bear" as applied to rates, came to represent the idea of extortion in the minds of the public, when in reality charging for transportation what the traffic will bear is, when surrounded by fair conditions, a perfectly defensible phrase. Charging what the traffic will bear to the utmost was of course the practice objected to by the public, and that, except as changed by the strong competitive conditions referred to, was undoubtedly the practice upon the great majority, if not all, of the lines.

The disastrous rate wars in competitive traffic reached great severity in the late sixties, when the New York Central and the Pennsylvania had each obtained a route to Chicago. The first-class rate from New York to Chicago on January 1, 1862, was $1.60. This, with some fluctuations, reached $2.15 per 100 pounds in September, 1864. In June, 1868, the rate was reduced to $1.88. In October of that year it was 70 cents, and it was about this time that the system of rate-cutting began. In December of that year the rate had risen to $2.02, but in February, 1869, the rate was reduced to 45 cents, and this applied not only on first-class freight, but upon second, third, fourth and fifth-class freight as well. On August 11, 1869, the rate on all classes was 25 cents. The rate war lasted until November 1, when the rate was restored to $1.40, first class, ranging down to 50 cents, fifth class. In 1870, the rates were again down as low as 50 cents on all classes except the fifth, which was at one time 35 cents. In September, 1871, the rate was 30 cents on all classes except the fifth class, which was 24 cents. In November of that year the first class rate was $1.00, and in December it had been raised to $1.25. In August, 1873, the rate was down to 27 cents, first class, and 17 cents, fifth class. In July, 1876, the rate was as low as 15 cents per 100 pounds from New York to Chicago, on the first, second and third classes, and 10 cents on the fourth and fifth classes. The rate never again reached $1.00 except in October and September, 1877. After that it ranged from 75 cents, first class, to 45 cents, first class. On November 18, 1885, the basis of 75 cents, first class,

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April 17, 1906.

E. H. BEACH, Editor,

My Dear Sir—I have yours of the 14th, and I assure you that I shall be pleased to receive copies of THE BUSINESS MAN'S MAGAZINE, with the articles of my good friend and colleague, Charles Townsend. I am sure they will prove interesting and profitable. Sincerely yours,

S. W. Smith

became effective, and except for a period in 1888 that basis has continued to the present time. The present rates are 75 cents, first class, and 25 cents, sixth class.

These rates show the fluctuations in class freight during the period of the trunk line rate wars, which lasted from 1868 up to about the time of the enactment of the Act to regulate commerce in 1887.

Prior to 1868 there had been fierce rate wars between the roads leading from Lake Erie to New York. By 1874 the Baltimore & Ohio had secured a Chicago connection and the Grand Trunk, of Canada, had reached Milwaukee. With these extensions there were five great trunk lines competing for the east and westbound freight—The Grand Trunk, New York Central, Erie, Pennsylvania and Baltimore & Ohio. The roads had followed the practice of agreeing upon rates, and the accounts of meetings of the carriers' representatives for this purpose were published in the newspapers just as they reported the doings of state legislation or of Congress. There was no serious pretense that the rates as so established were observed for any length of time.

The regular local tariffs not affected by competition were no more observed than the competitive tariffs which were agreed upon. "The only difference," says Charles Francis Adams, "between the local and the through tariffs, was that whereas the former were fixed and rarely changed, the latter were subject to sudden and violent fluctuations."

A statement in the argument of Albert Fink, before the Committee on Commerce of the House of Representatives in January, 1884, shows that in 1881 freight was carried from Chicago to New York, 1,000 miles, for 8 cents a hundred pounds. Mr. Fink said: "This was a loss of from 8 to 12 cents a hundred in doing the mere work, not to say anything of interest and capital invested." Mr. Fink again said in 1876, describing the state of affairs at that time: "The managers have no longer confidence that they (the agreements) can ever be carried out, and there seems to be a tacit understanding that agreements to restore and maintain rates for a period are in most cases merely made for the purpose of practicing deception upon each other, starting with a higher scale of rates in order to secure, for a short period at least, some remuneration for the work performed until the low rates are reached again in the natural course of events. This method of transacting business, based upon deception and dishonesty, has been elevated into a business principle in the management of railroad property, and is pronounced by many experienced freight agents and traffic managers as the only possible or practicable method upon which competitive business can be conducted." What a commentary this is upon the dishonesty of railroad practices of that period, and the utter disregard of the rights of the public to fair and impartial treatment! Clearly, railroad traffic agents of that period had no appreciable realization that they were engaged in the performance of a public service. They conducted the business of common carriage solely as a private business, and yet they proceeded to such lengths and made such sacrifices of revenue in their sale of transportation in competition with each other, as no man or corporation engaged in private business would dare to make.

Couldn't Stand Temptation.

The railway managers finally concluded that, like many other men, the only



TEAM WORK.

RAILROADS BURN COAL AND TAKE THE RAKE-OFF.

thing they could not resist was temptation, and they proceeded to enter into agreements to divide competitive traffic and thereby remove the temptation to cut rates. This was the commencement of the practice of pooling by the eastern lines in the United States. It was not, however, a new proposition. There had been railway pools on a small scale in New England for some time, and in the west the practice commenced about 1870. There had been a pool of the anthracite roads from 1872 to 1876, and there had been in use the device known as the "evener system," which was first applied to live stock. Carriers first determined what part of the traffic each should haul, and they then entered into an agreement with a certain number of the principal shippers, who agreed to divert their shipments over the different lines so as to accord to each road its allotted portion. These shippers received in consideration of their services a rebate not only on the shipments made by themselves, but also on all those made by other shippers. The scheme met with such strenuous and determined opposition that it was abandoned by the railroads in 1879. This "evener system" was also applied to the transportation of petroleum, AND IT HAS BEEN DESCRIBED IN JUDICIAL REPORTS HOW THE STANDARD OIL COMPANY RECEIVED AS COMPENSATION FOR SO DIVIDING THE PETROLEUM TRAFFIC BETWEEN THE DIFFERENT LINES CARRYING OIL A REBATE NOT ONLY UPON ITS OWN SHIPMENTS BUT UPON THOSE SHIPPED BY THE INDEPENDENT REFINERS! In 1877 the eastern trunk line pool was formed, with Albert Fink as chairman. The roads were to carry certain percentages of the business, and if any road carried more than its allotted share, the amount of the excess was to be turned over to the road which was deficient.

But there was a provision in the agreement for revision of the percentages from time to time based upon the traffic actually carried by the different roads during a given period. The incentive to competition, therefore, still remained, and it was not uncommon for a road to violate the agreement to maintain rates with a view to increasing the volume of business over its line and thereby furnish a basis for an increase of its percentage.

Moreover, the shippers were still able to use the lake and canal route during the navigation season, and a threat to use the water route during the next summer season generally forced the granting of special rates the year around.

The early combinations of the roads aroused public indignation. The cry of railroad kings and railroad extortioners was at once raised from every quarter. The movement was regarded as against public policy, and the plan for so operating combined railroads was denounced as one which must necessarily result in the destruction of all competition between the seaboard and the west. The pooling contracts were treated by the courts as extra-legal, that is to say, while it was not unlawful to be a party to such a contract, the courts refused to enforce them and held them void as being against public policy.

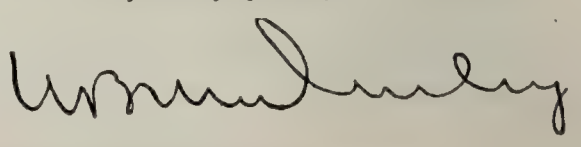
The enactment of the anti-pooling clause in the Act to regulate commerce in 1887, and the attitudes of the states themselves, prohibiting traffic agreements between parallel roads, which was followed by the Sherman Anti-Trust law in 1890, and the subsequent decisions of the supreme court, placed the roads substantially in the position where they were with respect to obtaining competitive traffic before the pooling agreement came

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E. H. BEACH, Editor,

My Dear Sir—I thank you for your letter of the fourteenth instant, which I have just received, and it will certainly give me pleasure to read the articles by Congressman Townsend, about to appear in your magazine.

Very truly yours,



into use, but they did not resort in the same wholesale way to the rate-cutting practices followed before the Act to regulate commerce was passed.

During the period from 1872 to 1893, with the panics of 1873 and 1893, and periods of business depression intervening, the railway mileage had greatly increased all over the country, and even then the consolidation of railroads had proceeded to such an extent as to arouse serious public attention. Nevertheless, it was the proud boast of the railways that the interaction of commercial forces, market competition, and the continuing and increasing competition between the railroads for traffic in common territory were lasting conditions, which must in the future, as they had in the past, continually operate to reduce railway charges. The roads were also constantly importuning Congress to enact a law legalizing pooling and making contracts between the roads enforceable, claiming that this was the only possible remedy for illegitimate and disastrous competition, and the only true means of preventing secret discriminations and departures from the published tariff rates.

Up to and during the panic of 1893 the roads were justified in claiming that competition had operated not only to prevent extortionate charges on competitive business, but had been the cause of extended reductions in the rates for transportation. But since about 1893 the railways have adopted new methods of combining, which have resulted in actual intercorporate control, and are as forceful and compelling as the old pooling agreement was weak and inefficient.

How "Control" Is Secured.

By means of these combinations or consolidations the railroads have succeeded in doing what in all American railway history they were unable to do before. They have suppressed competition to such an extent as to enable them to control and increase rates in practically all sections of the country. Lines formerly in strenuous competition with each other are today under a common control. Albert Fink's description of the surrender by the stockholders of the management of railway property in respect of rate-making is no longer a correct statement. He said: "THE STOCKHOLDERS SURRENDER CONTROL TO THE BOARD OF DIRECTORS, WHICH IN TURN SURRENDERS TO THE PRESIDENT, WHO SURRENDERS TO THE GENERAL MANAGER, AND HE SURRENDERS TO THE GENERAL FREIGHT AGENT, WHO AGAIN SURRENDERS CONTROL TO A LARGE NUMBER OF SOLICITING AGENTS; AND FINALLY THESE SOLICITING AGENTS SURRENDER TO THE SHIPPERS."

Today the control and management of the railways is dictated with all necessary detail by those who actually control the financial operations of the railroads, and those in such control are allied in about six systems, as affecting three-fourths of the railway mileage in the United States, and over that 75 per cent of the mileage is carried probably as much as 90 per cent of the railway freight traffic in the United States.

These six systems (no longer called systems, but groups), are the Vanderbilt, the Pennsylvania, the Morgan-Hill, Gould-Rockefeller, Moore-Leeds and Harriman groups. Controlled in this way directly by financial interests, which means largely a common interest, we have a practical identity of control of the principal railway lines in the United



THE SPIRIT OF '06.

THE PENNSYLVANIA NEVER SINNED AND WILL NOW REFORM.

States. The timely announcement by the Interstate Commerce Commission in its annual report for 1899 of its fear that such merger of railway interests would be consummated has been fully realized. The commission said:

"It is a matter of common knowledge that vast schemes of railway control are now in process of consummation and that competition of rival lines is to be restrained by these combinations. * * * If the plans already foreshadowed are brought to effective results and others of similar scope are carried to execution, there will be a vast centralization of railroad properties, with all the power involved in such far-reaching combinations yet uncontrolled by any public authority which can be efficiently exerted. The restraints of competition upon excessive and unjust rates in this way are avoided, and whatever evils may result will be remediless under existing laws."

Again in its report for 1902 the commission said:

"The tendency to combine continues to be the most significant feature of railway development. The facts in this regard are matters of common knowledge, and little is gained by the mention of particular instances. * * * A law which might have answered the purpose when competition was relied upon to secure reasonable rates is demonstrably inadequate when that competition is displaced by the most far-reaching and powerful combinations. So great a change in conditions calls for corresponding change in the regulating statute."

It is not the purpose of the present paper to go into any detailed discussion of the effects of these latter-day combinations. That will be left for later and more extended treatment. They are mentioned here as part of the railway development of this country, and as embracing an extent of power and authority capable of instant application, but not subject to immediate control or restriction, which is at present only dimly realized by the people of the United States.

The struggling individually controlled railways of 30 or 40 years ago today are extended in all directions, binding the land in fetters of steel, and are subject to a unified control in respect of rates and facilities for transportation which necessarily operates, through its very exercise, in vitally affecting nearly all the commercial and industrial pursuits throughout the land. It is no longer a question whether the railway can successfully compete with the waterway. *It does!* It is no longer doubtful whether long distance traffic can be hauled by railways at a profit. *It is!* It is no longer a problem whether rate wars between railways can be controlled and prevented. *They are!* It is no longer possible to say truthfully that competition between railways exists which prevents increases and enforces reductions in rates. *It does not!!*

Besides all this, the Interstate Commerce Commission, in investigating the eastern coal roads under Congressional direction, has recently developed the existence of a system of railroad graft, some of it large, some of it petty, but all having tremendously discriminating consequences, and extending from the highest to the lowest officials in authority, which is shocking the country, *and demonstrating anew that unregulated monopoly is only another term for unbridled brutality.*

We know enough now, from this investigation, to say that the diversion of the trust funds of great insurance companies to the benefit of those having them in custody, with attendant bribery or control of public officials, and this exposition, as yet only partial, of the unfaithful discharge of duty by semi-public officials engaged in railway service, accompanied by bribe-taking and subservience to large shipping interests, both originate in the exercise of uncontrolled authority over vast and vital public interests.

The present Congress has enacted a new law for the regulation of railways, which will constitute a long step towards protection of the public interests in transportation, and this law will authorize not only the correction of unreasonable rates, but will prohibit the roads from engaging in any business other than that of common carriage; but nearly all who have participated in the practically unanimous votes thus far had

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April 16, 1906.

E. H. BEACH, Editor,

My Dear Sir—Your favor of the 14th inst. at hand. Any publication you may send me containing articles by Congressman Townsend will be appreciated. Very truly yours,

Washington Gardner

in both branches of Congress, realize that this is little more than the commencement of public regulation necessary to adequate control of railway operations and the prevention of transportation abuses. It is important to observe in this connection that no opponent of railway regulation has endeavored to excuse the present evils in transportation, and the few who argued against it have nearly all based their contentions upon legal grounds referring to the power of Congress under the constitution.

It is also interesting to note that the present hostility is but a repetition of the same spirit which has opposed every attempt at state or federal exercise of the right to regulate and, in a measure, control these public servants created by the government. *Every attempt to secure safety to the employes and the public has encountered it! Every effort to equally distribute the burden of taxes has been hindered as long as possible by the constitutional objector!!*

The Constitution for the People!

The constitution, like the little boy's definition of a lie, is an ever present help in time of trouble. It is always invoked by the violator of law and the commercial bandit. But the constitution was made for the people, not the people for the constitution; and when that instrument conferred upon Congress the duty to regulate commerce among the states, and with foreign nations, it by implication granted sufficient power to properly and effectually perform that duty.

When this article is read Congress will undoubtedly have written upon the statute books the new law to regulate Interstate Commerce. *This enactment has been opposed as few measures ever have been in the past!* For the welfare of the railroads and the people, it is to be sincerely desired that the carriers, instead of opposing the law's reasonable provisions, will comply with its every requirement in the future. The servant must not be above the master, and if unfortunately the law in any respect shall be found unconstitutional, the people will still be masters of their own, *for the constitution is theirs* and it can be changed to serve their needs.

But the space allotted this paper has already been exceeded, and the transportation evils, and the efforts to remedy them, must be reserved for another chapter.

We have briefly traced American railway development, through four stages; the initial building, the strictly competitive, the pooling and the unified control. It is already clear that the next must be an era of actually efficient federal regulation, or swiftly we shall be forced into government ownership, with more than a possibility of complete socialism, soon to follow on the trail so broadly blazed.

NOTE.—The third instalment of Congressman Townsend's articles on railroad and corporation abuses will appear in the September number of THE BUSINESS MAN'S MAGAZINE.



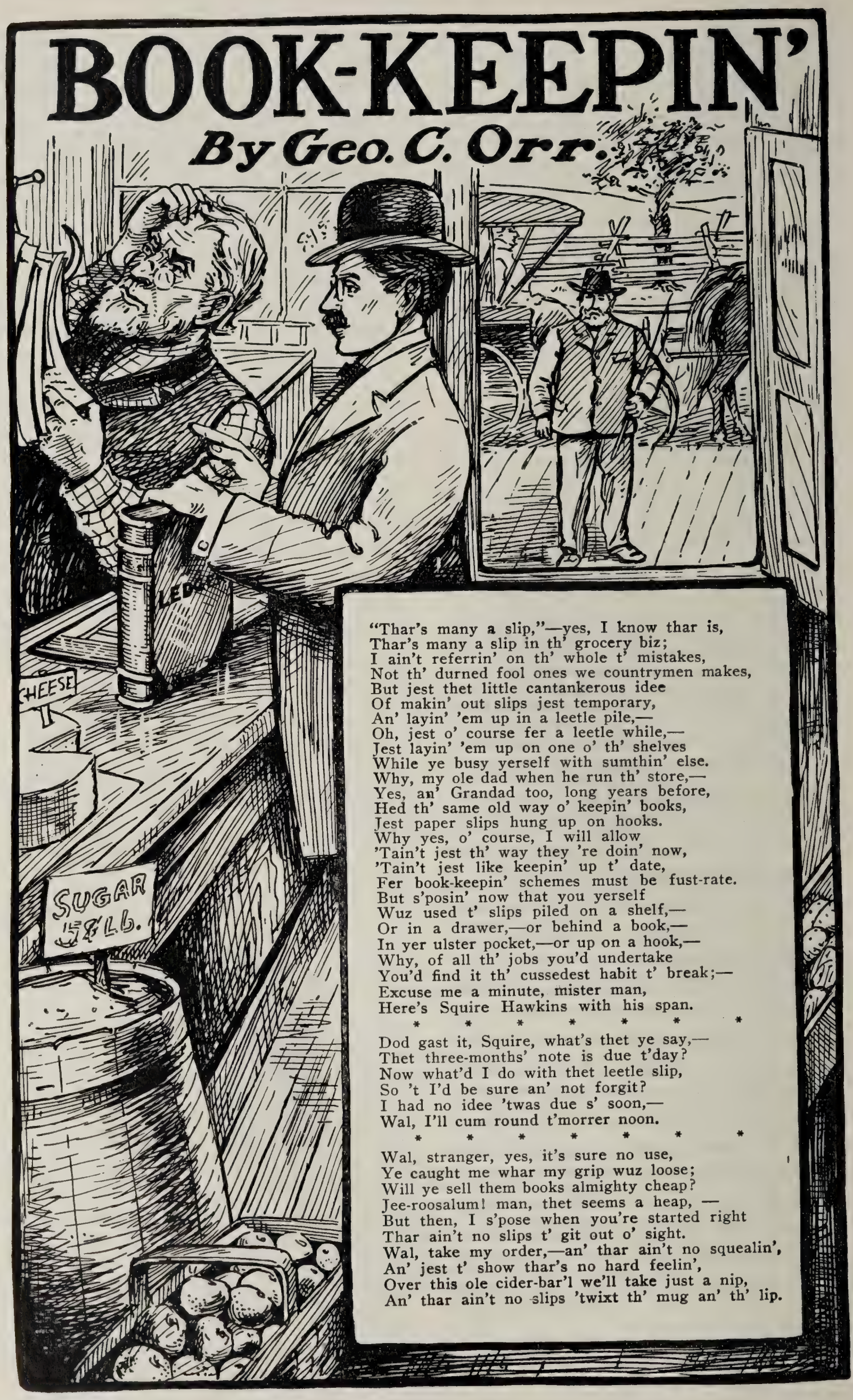
ALL FIGURED OUT.

Cabby (disgusted at fare): "Wot's this fer?"
Patron: "That's your fare, plus your tip, minus my rebate."—*American Magazine.*

THERE IS GOLDEN RELATIONSHIP BETWEEN ALL THE BIG GRAFTERS.

BOOK-KEEPIN'

By Geo. C. Orr.



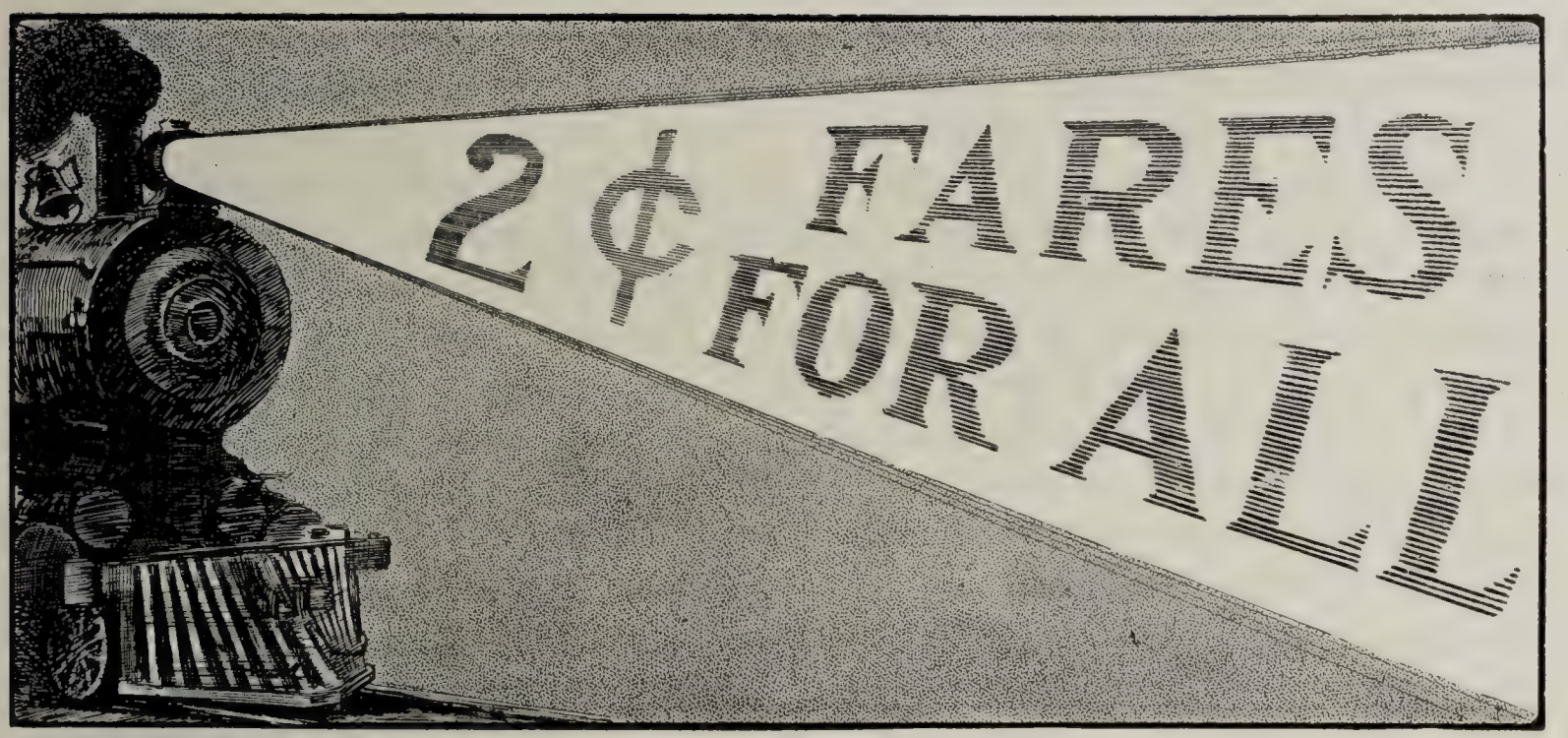
"Thar's many a slip,"—yes, I know thar is,
Thar's many a slip in th' grocery biz;
I ain't referrin' on th' whole t' mistakes,
Not th' durned fool ones we countrymen makes,
But jest thet little cantankerous idee
Of makin' out slips jest temporary,
An' layin' 'em up in a leetle pile,—
Oh, jest o' course fer a leetle while,—
Jest layin' 'em up on one o' th' shelves
While ye busy yerself with sumthin' else.
Why, my ole dad when he run th' store,—
Yes, an' Grandad too, long years before,
Hed th' same old way o' keepin' books,
Jest paper slips hung up on hooks.
Why yes, o' course, I will allow
'Tain't jest th' way they 're doin' now,
'Tain't jest like keepin' up t' date,
Fer book-keepin' schemes must be fust-rate.
But s'posin' now that you yerself
Wuz used t' slips piled on a shelf,—
Or in a drawer,—or behind a book,—
In yer ulster pocket,—or up on a hook,—
Why, of all th' jobs you'd undertake
You'd find it th' cussedest habit t' break;—
Excuse me a minute, mister man,
Here's Squire Hawkins with his span.

* * * * * * *

Dod gast it, Squire, what's thet ye say,—
Thet three-months' note is due t'day?
Now what'd I do with thet leetle slip,
So 't I'd be sure an' not forgit?
I had no idee 'twas due s' soon,—
Wal, I'll cum round t'morrer noon.

* * * * * * *

Wal, stranger, yes, it's sure no use,
Ye caught me whar my grip wuz loose;
Will ye sell them books almighty cheap?
Jee-roosalum! man, thet seems a heap, —
But then, I s'pose when you're started right
Thar ain't no slips t' git out o' sight.
Wal, take my order,—an' thar ain't no squealin',
An' jest t' show thar's no hard feelin',
Over this ole cider-bar'l we'll take just a nip,
An' thar ain't no slips 'twixt th' mug an' th' lip.



Justice for the Traveling Public.

INVESTIGATION and study only fix more firmly the belief that full justice will not be done the traveling public until the maximum rate of two cents a mile for passenger travel is made universal. The arguments against the proposition are advanced by or at the instigation of the railroads. It is true enough that they, like nearly every enterprise of importance, went through a pioneer experience. To a degree they built for the future. In opening up new sections of the country, as is now being done in Canada, railroad construction was a matter of faith. But it was the same character of faith that plows, harrows, sows and tills. The harvest can be depended upon in the natural order of events. The original railroad constructors knew what they were doing and the fruits of realization have been far greater than they anticipated.

The response to opportunities of settling upon virgin soil was beyond all precedent in the history of the world. The current of immigration was an immense one and those coming were from the best citizenship of Europe. They wanted homes and in buying them for a nominal price they had every incentive to the wondrous development which has since taken place. In those days the course of traffic, both in freight and passengers, was almost exclusively from the centers of population to the advancing frontiers. In less than a decade the tide was turned. Stock, grain, fruits and garden stuff were moving from the new farms to the markets. The inevitable villages that sprang up added to commerce and enlivened it. There was travel to and from the city, business being the mission of most of those who rode by rail. Even in those days preceding the war the passenger traffic and consequent earnings increased largely. Take the Pennsylvania line during the first ten years of its history. In 1852 its receipts from the carrying of passengers were $987,511. In 1862 the receipts, exclusive of the large sum received for the carrying of troops, were $1,684,433.

Contrary to expectation there was no great falling off of passenger business succeeding the war. The railroad records show this and account for it mostly by the statement that their interurban business increased vastly. Yet they have gone on adding regularly and rapidly to their passenger traffic, through and local. It is admitted that the income from those who travel is many times larger than in the earlier

days. But you never find a railroad without a plausible showing for what it wants. The present contention of the big lines is that their freight business is so heavy and so remunerative that there is a loss in having it interfered with by passenger trains. The Pennsylvania, for instance, has frequently had to deal with congested freight houses and yards in Pittsburg. As that city is the greatest railroad shipping point in the country, like emergency will be met in the future despite the sharing of the business by the Gould system.

A Railroad Excuse for High Fares.

Follow the reasoning of the roads as to charges for carrying passengers: "Our freight traffic is enormous. It pays us much better than our passenger traffic. We have to provide long sidings and many of them in order to clear the way for passenger trains, each delay to a freight train being attended by loss. We must maintain the highest obtainable fare in order to get as nearly even as we can."

The really laughable feature of this argument is that the railroads advance it seriously. In differentiating between freight and passenger business their own figures show that the latter pays them well. It is through comparison that their feelings are hurt and, as nearly as the law permits them, they have preserved in all the states the same rates as obtained in the pioneer days. In their selfish logic they would advance rather than decrease passenger rates and, if possessed of the courage to go to the end of their reasoning, would make the rates prohibitory.

Grasping corporation never went farther or assumed a more arrogant attitude. Give it rein—in print. Freight pays better than passengers. Favor freight and hit the passengers as hard as possible. Grant this and you are far from a stopping point. Certain classes of freight pay better than others. Tax, side track, delay, report "no cars" and throw the "others" into a freight classification exacting extortion where it does not put the shipper out of business. Make concessions to the big shippers. Squeeze the little shippers dry. Trade favors for coal stock. Cater to the private car system and inflict loss upon those who do not patronize it. Toady to the strong and oppress the weak.

This whole line of discussion is a brazen assumption on the part of the railroads that they are a law unto themselves, and supreme. They have so long had their own swing that they require time in order to begin reasoning in accordance with their true relations to the people. These huge corporations have come to regard their throttling grip as in the nature of a vested right, inalienable and to be worked to its fullest value. They were chartered, helped, made and supported for the double purpose of moving freight and transporting passengers. Contrary to popular belief, the chief income during the time when railroading was regarded as in its experimental stage was from the passenger traffic. This was only until crops and stock could be raised for shipment, but it was a critical time in these enterprises and the money of those who rode was what tided the railroads over until the bigger profits from freight were available. Even then there was a larger percentage of gain in the money paid by travel than the roads were willing to admit, as was pointed out in considering the operation of the automatic mileage law in Michigan. Roads that were pictured as almost barren of travel, by comparison, received so much money from this source that the operation of the law compelled them to carry passengers at two cents a mile. The summing up is that the greedy corporations, instead of showing the proper gratitude to those who helped them most in the outset are extorting money from them to the limit sanctioned by law, and are favoring the freight end of the business as far as they can.

RAILROAD REGULATION IS A PROMISE; NOT A FACT.

The Real State of the Case.

This is the claim made when they combat two-cent mileage. But what are the facts? They point out how passenger trains, because they run so much more rapidly and must have the right of way, interfere in the most expensive manner with the expeditious delivery of freight. The answer to this is that the roads are always soliciting a larger passenger patronage and offering to provide more trains for its accommodation. They put on the fastest trains and send freights to the sidings to keep the way clear. They contradict themselves and raise a serious question as to their sincerity by alleging that their profits come from freight rather than passenger traffic, and then drumming for the latter as though it were essential to their prosperity.

There are men who, because of their calling, can direct a large amount of travel all over the country. By syndicated operation they control the theatrical companies and all others catering to the amusement-loving public. The people traveling under this monopolistic rule get special rates. Those controlling the syndicates ride for nothing, even to the transfer and delivery of all baggage. No such bids as this for the carrying of passengers would be made if there were nothing in it for the companies. To get business in this line there is not only unlawful and indefensible discrimination, but the giving of passes and other favors upon the very roads that are loudest in proclaiming that they have done away with the pass system.

An Explanation Needed.

If freight yield so much better a return, why are excursions being given whenever the prospect is that they will pay? The fare is materially reduced. Trains run in sections and freight must keep the track clear. The attempted explanation is that more are induced to travel and money is thus obtained by the railroads that they could not otherwise get. The same is true if there were a universal two-cent rate. More would take the cars and the aggregate receipts from the same number of cars operated would be increased. By their own acts the railroads refute the claim that they must charge more for travel because it interferes with freight. It is clearly a subterfuge and intended to impress the different states with the idea that it would be a hardship to demand two-cent mileage of the railroads. This system would tend to fill their trains, give them better returns for the service supplied, and do away with the necessity of bribing those who direct the passenger traffic where a great number of people are to be carried.

Take the other horn of the dilemma. Let the railroads put up the most dismal howl that they can manufacture, and the fact remains that they are doing well despite the fact that they defy the law and laugh at the moral equities. In the freight business, which they vaunt as their great gold gainer, they ruin one coal mine because another resorts to the meanest sort of bribery. They ruin one wholesale merchant by granting rebates to a selected favorite. They kill off one town to help another that gives them a larger business. They take orders from that most reprehensible and atrocious of monopolies since the beginning of the world—the Standard Oil Co. They crush those who are helpless and truckle to those who are piling up wealth at a rate which would distance legitimate operation to the vanishing point. They represent organized rottenness and brutality.

Yet they do better than make money. They coin it. The inner workers and handlers can turn a trick for millions without allowing their champagne to grow warm or their more pretentious pleasures to be interfered with. They can cut the public purse and filch it at will. It has passed from their minds and their methods that they are public servants. They have been masters so long that any effort to put them in their

right class is contemptuously resented as the acme of impudence. Evidence to the heavens has been adduced that the railroads have prostituted the freight business. If their abuse of it has made it more remunerative than the passenger traffic, there is clearly a case of robbery complicated with bribery and other crimes. It is just as plain that they have been making more than a reasonable profit out of this line of their business, for their own records attest that their passenger business has been remunerative beyond the expectations of large capital honestly handled.

Theres' Money in It.

Before attempting to reach conclusions, put aside any thought of the possibility that the railroad magnates have run their business at a loss. Let no element of pity enter into your calculations, save as you pity that depravity which is without conscience or mercy. They have wrung wealth from every opportunity which they could control. They have made money beyond the range of honest effort or ambition as accepted by those who would keep faith with the public as their creator in whom rests the power of direction and control to the extent that public interests are involved. It is in order here to revert to a point before mentioned in considering various phases of the railroad question. Railroads have a constitutional right to reasonable profits, but they are not to be figured out of either the freight or passenger traffic, but both. The owners of one are the owners of the other. The proceeds from both sources go into a common treasury and are the result of a common investment. Grant that freight pays best. It is certain that the passenger business pays better than a reasonable profit, because the reports show it and because the roads vie in getting what they attempt to make the people believe is a losing business.

If freight be so much more remunerative as is claimed, then it yields beyond a reasonable profit and the quickest, most honorable way is to reduce the passenger rates and so regulate the freight rates that they will not be used for purposes of robbery and ruin or exploited to the detriment of the passenger service.

There is another consideration, pertinent and important. The railroads are getting more than reasonable profits upon more than double their actual investments. This is shown by careful investigation by one of the most competent of civil engineers. His work was marked by a conservatism that gave the railroads the best of it. He made no reduction because of depreciation in rolling stock or other equipment. Everything was put in at listed cost, though it was shown in many instances to be exorbitant, whether for purposes of higher capitalization or because the buyers were working a graft. His conclusions are that in Massachusetts, where the railroad laws have gone farthest in response to the popular demand for fair treatment of the public, the water upon which "reasonable profit" must be made is over fifty-one-and-a-half per cent of the whole. In other words, those who patronize the railroads must pay more than twice what is right to the insatiable octopus just because it so orders. And this is the monster of cupidity which lets out a hollow moan in a whimpering claim that it cannot carry passengers for a flat rate of two cents.

Interest and Dividends on an Ocean of Water.

If this estimate, upon which a civil engineer rests his reputation, be questioned, there is the backing of some of the best men in his whole craft. According to latest available report of the Interstate Commerce Commission the total miles of single track operated in this country is 283,821.52 miles. Outside of the eastern and middle states the equipment seldom costs as much as $5,000 a mile, but put the cash cost of construction and equipment at $20,000 per mile. This makes the total cost to the roads at the date of the report, $5,676,420,000.

But the total railway capital at the same date was $12,599,990,258. Putting these figures into round numbers, five and a half billions represent actual values and seven billions are accounted for in watered securities. The railroads have a shrewd dodge of pointing out some short stretch of track which cost a big sum, either because of faulty engineering or natural obstacles to be overcome, but the estimate above is a liberal one and if there be favoritism shown it is toward the railroads. Practically seven-twelfths of the capitalization drawing profit does not represent a dollar invested. The largest charge against the people is on nothing. Monopolistic thimble-riggers bring this about and yet don hypocritical weeds of mourning when asked to carry passengers at two cents a mile. Even at that price, as shown by the figures, they would be usurers.

Again a summing up: Men who do get a rate of mileage at two cents have many and continuius reminders of pauperism. They must put ten dollars or more on deposit, and the aggregate on which the railroads thus get profit is enormous. They must comply with conditions as onerous as those put upon a ticket-of-leave man. They are held up at stations where business requires them to change trains, and not infrequently kept there at the expense of discomfort and loss for themselves or those whom they represent. In the logical course of events everything outside of their pockets will be excess baggage. They are forced to help protect the railroads against scalpers, help pay the porters, bet that they will be permitted to live in the fact that they agree—because they have to—that if they do not return their tickets in person they cannot get their deposit, and acknowledge, under the tyranny of the octupus, that they do not own their own property.

You Pay for It—But You Do Not Own It.

This latter is no guess work, improbable as it may seem. A prominent business man of Detroit bought a thousand-mile ticket for one of his representatives on the road. In an emergency this representative sold the portion of the ticket remaining in his possession. Note the high and mighty air of the corporation which had issued the ticket. The general agent at Chicago telegraphed the Detroit business man to come on there at once. It was so important as to be imperative. He *must* come at once. He broke away from business of importance, made a long trip in a worried frame of mind, and was informed by the agitated functionary at the other end of the line that the representative of the Detroit house on the road had sold a part of his mileage book. The state of the atmosphere suggested execution at sunrise. This man had paid for the book and then made a ten-dollar deposit, but the general agent was sweating blood and throwing off sulphur. The business man dared to ask if the book was not the property of the man who bought and paid for it, in addition to a liberal donation. After a heated debate the general agent admitted a personal opinion that the Detroit man might be right, but the sacred rules of the company estopped him.

There you have it. Railroad rules! In a dangerous measure they have come to supersede the fundamental laws of the land, common law, statutory law, moral law and the law of common honesty. They are growing as arbitrary as the laws of the Medes and Persians, and will grow worse until the work of thorough reform is under way. Where they are interested they say without reserve or appeal what constitutes the ownership of property, and their rules are final. They impose the most humiliating conditions and resent any questioning of their rules. Their strength is in the political cowardice of American legislation, and they know how to conserve that strength. The whole great problem is up to the people. When they are throughly aroused solution will be quick and sure.

SATAN GRINS WHEN RAILROADS CALL SCALPERS THIEVES.

A Strangle Hold on the Electric Roads.

There is a branch of this mileage question which is considered here, though it also bears directly upon the problem of straightening the railroads out and keeping them straight. It was stated in a previous article on the subject that some of the main lines in New York were buying up competing electric roads. There is the report of a like movement in northern Ohio, where there is an immense trolley system reaching in every direction and naturally adapted to covering the state through extensions and connections.

But it is in Massachusetts that an attempt is being made to legalize this absorption of trolley systems by the steam lines. In the legislature of that state there is pending what is popularly known as the "merger bill." It is a bill to allow steam railroads to purchase street railways. Nothing can be plainer than that it is the beginning of a plan to form a gigantic trust which will control all the transportation facilities of Massachusetts. It is equally plain that the purpose is to kill down competition with electric roads. As a whole the steam roads will not carry passengers at the reasonable rate of two cents a mile and they want to stop the operations of any organizations which are actually giving a still lower rate. It is the clearest case of the dog in the manger and the people are the sufferers.

Railroad rule is robbing them of untold millions every year and doing all in its mighty power to cut off every avenue of relief. In this Massachusetts case there is further illustrated the audacity of these unscrupulous corporations in seeking to make legislatures their tools. In the face of a law forbidding such action, the New York, New Haven & Hartford acquired a number of electric lines. On the strength of this the other avaricious grabbers asked the legislature to open the gates to all of them and sanction the strangling of competition. Such is railroad morality. Because the other fellow committed murder, permit me to do so and establish my right by legislative enactment. It is the vicious doctrine that one wrong justifies another. Instead of asking that the offending road be punished and restrained, these cormorants were true to their instincts and brazenly demanded that the license to steal be granted them as well as the road which had been doing the stealing. As a good and wholesome law had been broken, give them all a chance to break it. The Boston elevated arose in righteous indignation and denounced the scheme for the reasons and in the terms deserved. This protest could not be ignored as had that of the State Board of Trade, many minor organizations and thousands of citizens. The explanation is that the elevated has about as many tools in the legislature and as many efficient lobbyists as have the roads asking for this merger bill. To pass the latter the elevated must be conciliated. This was done by putting a "joker" in the measure—after it had left the hands of the committees—giving street railways the same right of acquiring other street railways as is granted steam roads. In addition there was agreed upon rushing through another bill authorizing the elevated to construct subways or a subway in Cambridge, and to provide for connection thereof with the railway in the city of Boston. The elevated franchise was obtained from the city for nothing. It now proposes to connect Cambridge and Boston by subway under a twenty-years' charter, control tributary lines and at the expiration of the franchise period give the city a chance to buy at an advance. According to the Boston American, which has taken legal steps to oust the New York, New Haven & Hartford from the control of electric roads in Massachusetts, the bill might just as well be entitled:

The Real Purpose of the Measure.

"An act to authorize the Boston Elevated Company to steal $2,700,000 from the city of Cambridge, to give an irre-

vocable franchise on the new Charles River dam, to authorize it to destroy property value to the extent of $1,657,746 in the city of Boston, and to forever prevent competition with the Boston elevated road in the northern metropolitan district of Boston."

There are many detailed statements going to show that the passage of this bill would mean just what is stated. The general government may intervene because the new Cambridge dam is part of the navigable waters which supply it. But the whole story serves to show how helpless the people had become under railroad domination and how sure the big corporations feel of their continued supremacy when in the very midst of a great agitation for the correction of the abuses for which they are responsible, when they will undertake to throttle the competition which gives cheaper passenger fares. Striking emphasis is given to the fact that the people must fight to the finish and that the evil consequences of legislative corruption must be corrected as one of the strongest moves in the popular crusade.

Is Two Cents Per Mile Enough?

IN THE year 1872 the average mileage rate on all railroads in the United States was 2.521 cents per mile, which in 1902 had been reduced to an average of 1.986 cents per mile.

Much the greater portion of this reduction has come from the western roads, the roads east of Chicago having borne but a slight percentage of this reduction.

In 1872 Union Pacific average was 3.730 cents; C., M. & St. P., 3.404; Rock Island, 3.229; Illinois Central, 3.034, while Boston & Maine stood at 1.704 in 1872 and at 1.764 in 1902, this being the only road to show an increase of average rates during the 30 years.

The number of passengers carried by the steam roads in 1902 was 649,878,505, or the equivalent of 19,689,937,620 passengers carried one mile, or a grand total of $391,042,161.13 received by the railroads of this country from its passenger traffic.

This enormous amount of money can scarcely be realized and yet it is estimated that an increase of one mill per mile on each passenger carried and one mill per mile on each ton of freight hauled would have amounted to 12.57 per cent more than all of the dividends paid by all of the companies, or a gross amount of no less than $176,979,308.

There is no doubt but that every railroad in the United States, if it be one carrying through passengers, receives less than the average price as given above on its through tickets and is therefore obliged to bring up its average by holding up the local passenger who rides but a small distance. In fact, it is stated that the average amount paid by each passenger is 60 cents.

It can be readily seen, therefore, that it is to the local passenger, the person who by all means should receive the fairest treatment at the hands of his local road, that the roads look to make up the deficits caused by the through passenger, the person who may go over the road but once and who, as a general proposition, is entirely able to pay whatever may be asked for transportation.

This publication stands for a two-cent fare universally, or, in other words, that not more than two cents shall be charged for the transportation of one passenger one mile on any railroad in the United States. If to meet the competition of shorter lines between given points it be

necessary for a lesser rate than two cents per mile to be in effect, there could be no possible objection on the part of the traveling public, as rates would be based on a two-cent rate by the short line.

There has been much discussion recently of freight rates, running the whole gamut of overcharges, rebates, commodity rates and special concessions to favored shippers, but the passenger situation, which would develop as much favoritism to the classes at the expense of the masses as has the first named, has been left almost entirely alone and with the possible exception of an attempt to regulate the giving of passes, no action has been taken to change the existing conditions.

There is no possible doubt that the railroads have been the moving spirits in the attempt to do away with passes, as they would gladly put into effect a regulation which would not permit the giving of passes to anyone but their own employes, as a vast income would result to the passenger department from this source alone. The free transportation question has been one which has been the direct cause of more passenger wars and rate cutting than anything else.

It is within the writer's memory when a party of a dozen or more passengers going into the west would be visited by representatives of the roads and if the leader of the party was wise, there was no trouble in getting free transportation for one to three of his party. Of course this was not cutting rates. Oh, no! It was simply giving the leader something to pay him for his work in getting up the party.

It has been proven conclusively in Michigan that a reduction of fares to two cents has made an increase in the passenger earnings per mile, and several of the branch lines have been obliged to make another reduction this year to meet the conditions of the Michigan laws, which provide that "when the receipts from passenger service equal $2,500 per mile a rate of two and one-half cents per mile shall be put into effect, and when the receipts reach $3,000 per mile a further reduction to two cents shall be the legal fare."

Some of the Michigan roads have had the latter rate in effect for several years and we have yet to learn that their earnings have decreased to a point where it is not profitable to run their full complement of trains.

Why?

Why is it that the average number of rides on the railroads of the United States is but 7 for each inhabitant, while for Great Britain it is 27; Belgium 17, Switzerland 15, Germany 12?

The Americans are called a nation of travelers, yet the figures given above would seem to denote that we are not so much so as our neighbors across the water and that as a matter of fact we make but a comparatively small use of the facilities offered us by the passenger service of the railroads.

True it is that our trips are slightly longer and we travel a few miles further in a year than any nationality except the Briton, though we are but slightly in advance of the others named, and it would seem that we should award the palm to the inhabitants of "the tight little isle" as being the greatest travelers on the globe.

More light on this subject is given in the statement that the number of passenger miles (or the miles one passenger rides) per mile of railroad is as follows: United States, 72,000; France, 283,000; Germany, 343,000; Great Britain, 400,000.

It is true that the population of the foreign countries named is more dense, the centers are more adjacent; trains are more frequent and it is but natural that their traffic should be in excess of that of this country, with its sparsely settled sections and long distances between its centers of population.

The railroads have themselves largely

to blame for the condition that confronts them today, i. e., that their lines are being paralleled by a network of electric roads which are absorbing a very large percentage of the "short trip" travel. Some of these electric lines between given points have developed a business 25 times as great as ever existed before their advent, simply by making a low rate and giving frequent service to the public.

The average price per mile in the foreign countries named is one cent, and by the cheapness of travel even the very poorest of the people are able to avail themselves of the privileges afforded. In some of the continental countries the roads are owned and operated entirely by the government, but even at the low fares and the vast amount of "red tape," the roads bring a large net revenue into the government coffers.

One method for increasing the passenger traffic in the United States would be the installation of first, second and third class tickets, which would be sold at a graded rate of fare, as, for illustration: first class, two cents; second class, one and one-half cents, and third class, one cent per mile, thus leaving passengers free to designate what class they would travel by and how much they were willing to pay for the privilege.

An immediate increase would be noted in the number of passengers carried; in fact these would be so largely increased that the net revenues to the roads would be correspondingly greater.

It costs the road practically no more to draw a coach completely filled with passengers than though it were empty, and it costs practically no more to run an engine capable of drawing ten coaches filled with passengers than a smaller engine with a capacity for five coaches. Suppose each of these extra five coaches were filled with 60 people or a total of 300 who would each ride an average of 100 miles at one cent per mile? The additional revenue from this single train would be $300, and who shall say it would not be profitable to the railroad company. Note the crowds that avail themselves of a cheap excursion as showing the desire of the people to travel, many of whom doubtless cannot afford the expense of a trip when obliged to pay the ordinary rates of three cents per mile. Suppose the roads run a continual excursion, which would be practically the effect of a reduction in fares. Their trains would be loaded with a paying class of travel, their trains could be run on regular schedules, doing away with special trains with their greatly added danger from collision and the avoidance of delays of freight trains.

In European countries the trend of passengers has been to the lower classes or where the fares are the cheapest, especially so as the cars which are used have been improved, this showing that the poorer people are becoming large users of the facilities.

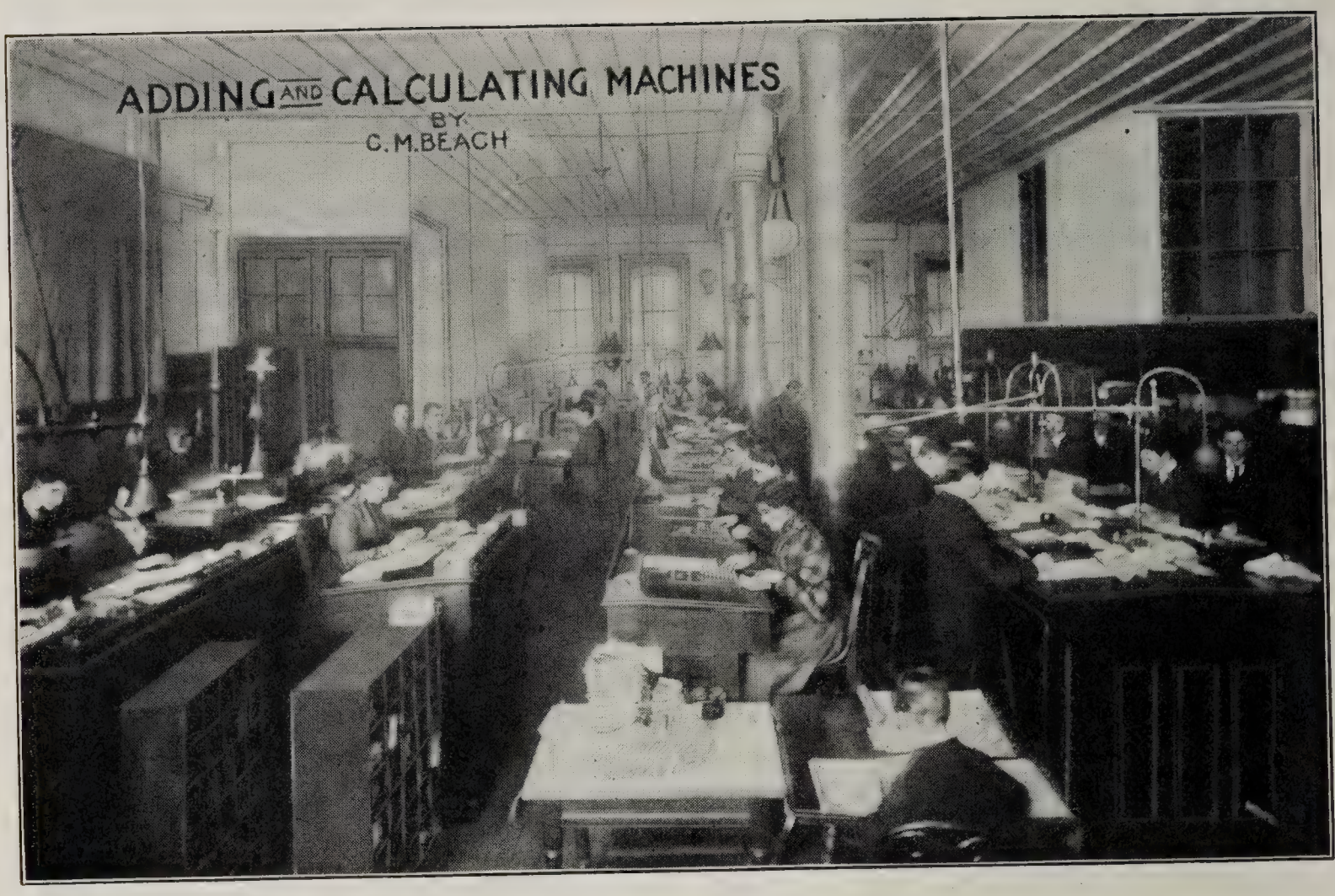
The demand of those who work for small wages is not for Pullmans and dining cars but for a fairly comfortable method of reaching their destination at a small cost.

The passenger desiring the luxuries may still be accommodated, but not at the expense of the one who does not want and is not willing to pay for them.

If the railroads will but accept the suggestions here made they will have no further cause to fear the encroachments of electric service as, all things being equal, passengers will take the steam roads in preference.

ADDING AND CALCULATING MACHINES

BY
C. M. BEACH



A HISTORY of the various attempts by inventors to produce machines by which to perform arithmetical propositions, takes one back almost to the time when the "earth was without form and void" and reads almost like a romance, for the most important work of many of the most brilliant and learned men of their time was an effort to produce this result.

In this twentieth century we have sufficient evidences of the value of these machines. and numbers have been and are being constructed, so that the machines and their use is not a novelty, but is becoming more and more a necessity. Yet it is comparatively few years since a practical machine was known, and a glance backward, showing some of the earlier attempts may be interesting.

To most persons the calculation of figures was one of severe mental labor and no part of their education recalls more difficulties nor more failures; and to propose doing this work mechanically was generally referred to as an impossibility or when proved by actual demonstration, the demonstrator was very likely considered as being in league with the evil powers.

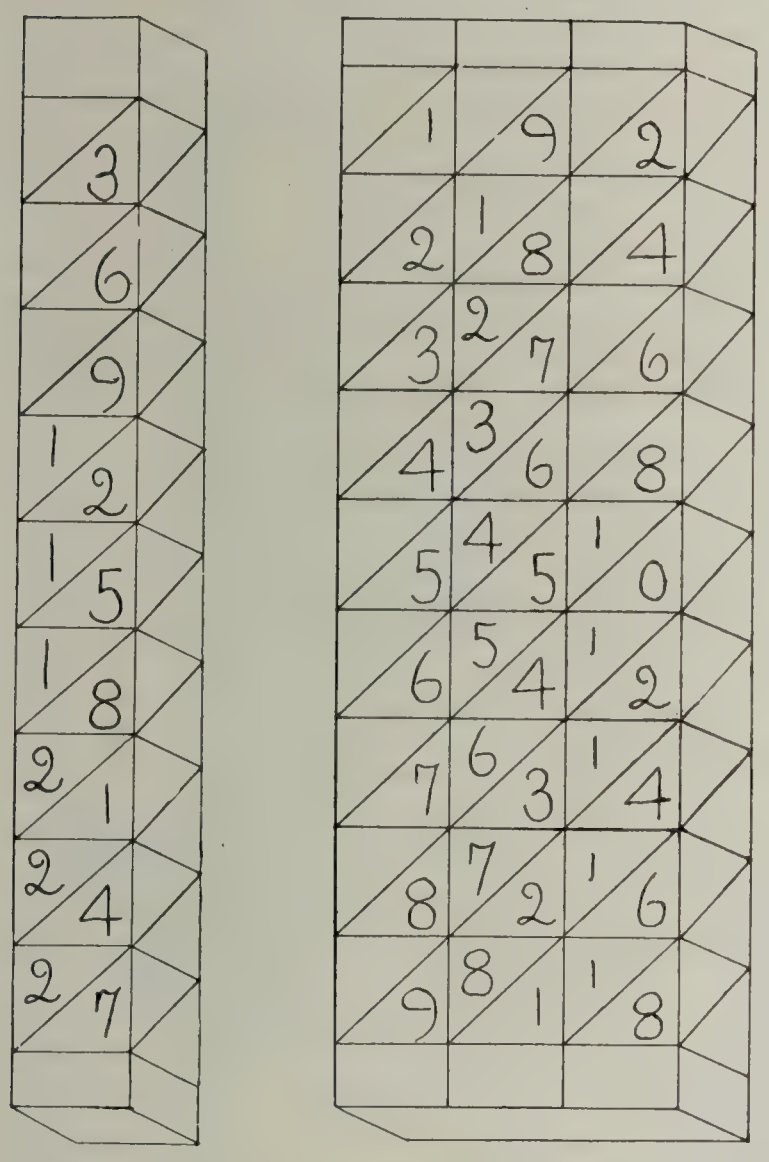
The calculi or pebbles were, next to the human hand, the earliest and simplest calculating machine, yet these, or any form of machine would have been impossible without an artificial system of numeration such as is provided in the Arabic numeral characters. Without these, or an equivalent, every numerical problem involving more than a very small number of units, would be entirely beyond the power of the human mind.

The theory of a calculating machine is entirely simple, merely a counting machine which adds at each operation a certain sum to one previously placed upon it, yet the theory is but the starting point, and there are several points of difficulty in the practical solution which have proved the undoing of many an inventor.

Among the earliest of these who have attempted to solve the difficulties is Gerbert, Archbishop of Rheims, who afterward became pope under the name of Silvester II, but who in early life was an obscure shepherd. Being of an ingenious turn he made an organ, using the bark from trees as reeds, while the blast was produced by falling water. He also made a clock with no other tools than his pocket knife. In this way he attracted the attention of a wealthy man who had him educated in the universities of Cordova and Seville. He it was who, when returning from these universities in the year 968, brought the Arabic numerals. Armed with these Gerbert was very desir-

ous of enlarging the value of the gift, by inventing a method to use it without so great drudgery. After years of application he was obliged to confess himself unable to construct a practical machine. He constructed many calculating machines, all with a common fault: they would not calculate.

In later times Lord Napier's contrivance sometimes called "Napier's Bones," applied to multiplication only, was produced. These bones or rods were divided into squares or cells, nine in number on each rod, in which were written the products of the several digits.



The figure above shows one of these rods embracing the number and its several products by the nine digits taken successively. Each cell is divided by a diagonal line running downward from right to left. The original number and the product, if it contains but a single digit, is written in the right hand triangle thus formed. When there are two digits in the product, the units figure is written in the right hand triangle and the tens figure in the left. When a number consisting of several figures is to be multiplied, a series of rods must be selected which carry these figures severally in their uppermost cells, and arranged side by side (see illustration), so as to present the multiplicand complete in reading across. The product of this multiplicand by any digit will then be found in the row of cells corresponding to the multiplier, remembering that in reading, the sums of the figures are to be taken which stand in the successive diagonal cells.

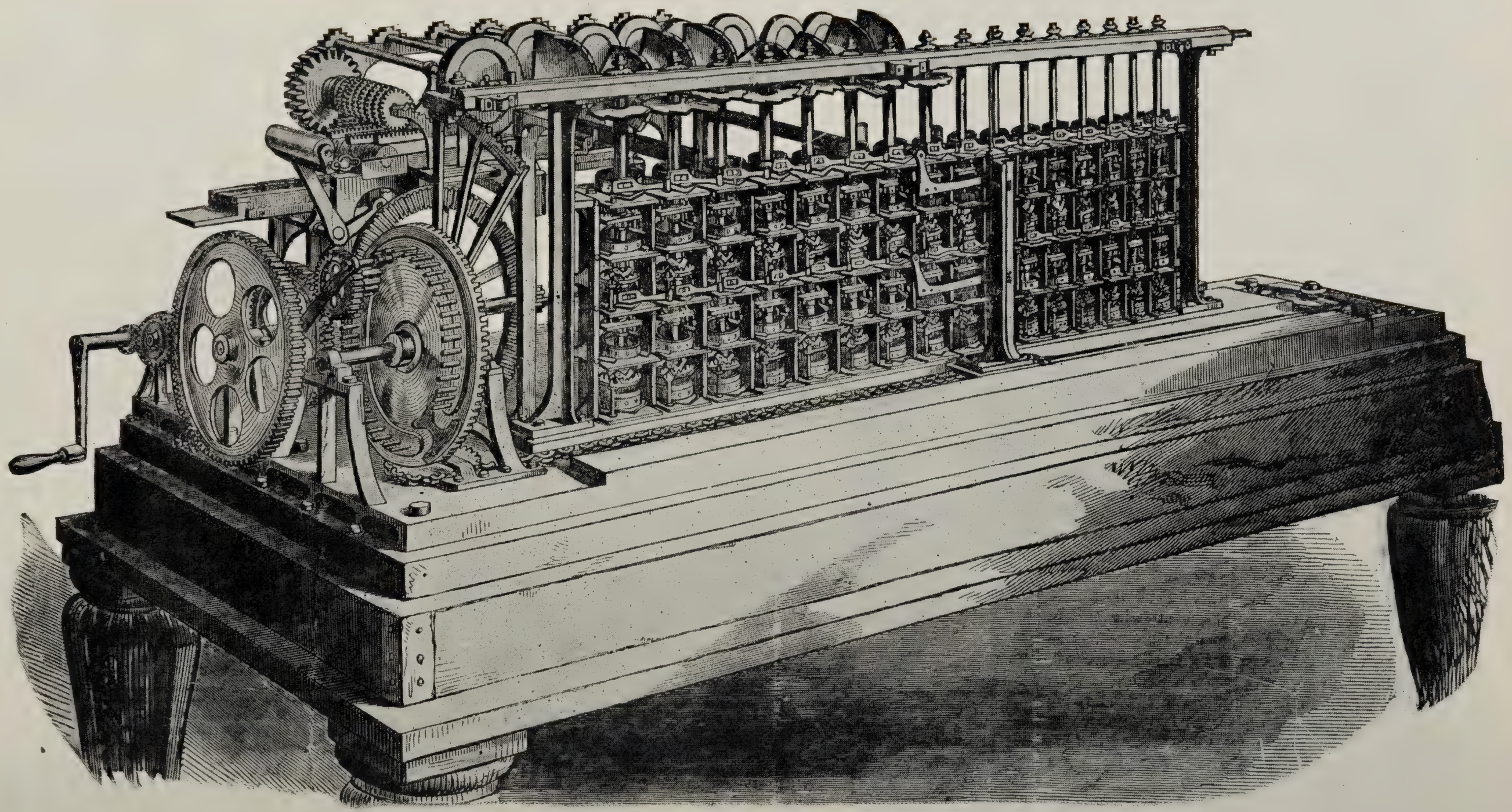
It will be seen that the product of the multiplicand can only be taken by one digit at a time. The successive partial products must be written down and added according to ordinary arithmetical rules.

As crude and unsatisfactory as this arrangement would appear today, yet it was considered a great advance over any previous method of making calculations, at the time of its construction. Many inventors sought diligently and without success for many years in an effort to improve this system, which on account of the loss of time in selecting and arranging the proper rods, would appear to have been so serious a disadvantage as to make their use impractical to any extent.

The next improvement of which mention is made was that of Pascal—who conceived the idea of constructing a machine that should truly calculate. His success was but partial; his machine immense in size, resembling somewhat in form and size an upright piano, formidably complicated and with but a small range of capabilities. Imperfect and impractical, yet it was considered a marvelous conception and won universal applause.

Grillett, horologer to Louis XIV, simplified the Pascal machine greatly and brought its construction to practical utility, but its performance was limited to a very few places of figures. This machine was exhibited to the public for a fee, the mechanism being a secret and it construction has never been made public.

The next important trial was made by the Great Leibnitz, the most famous man of his day. The Emperor of Germany, the Czar of Russia, and all the princes of Germany lavished dignities, pensions and honors upon him, but a desire to improve Pascal's machine presently absorbed his entire attention and for four years he lived for this end only—and yet after an expenditure of one hundred thousand francs, his machine was found to be poorly constructed, very uncertain as to operation and incapable of performing an addition or subtraction extending above four places. It has been

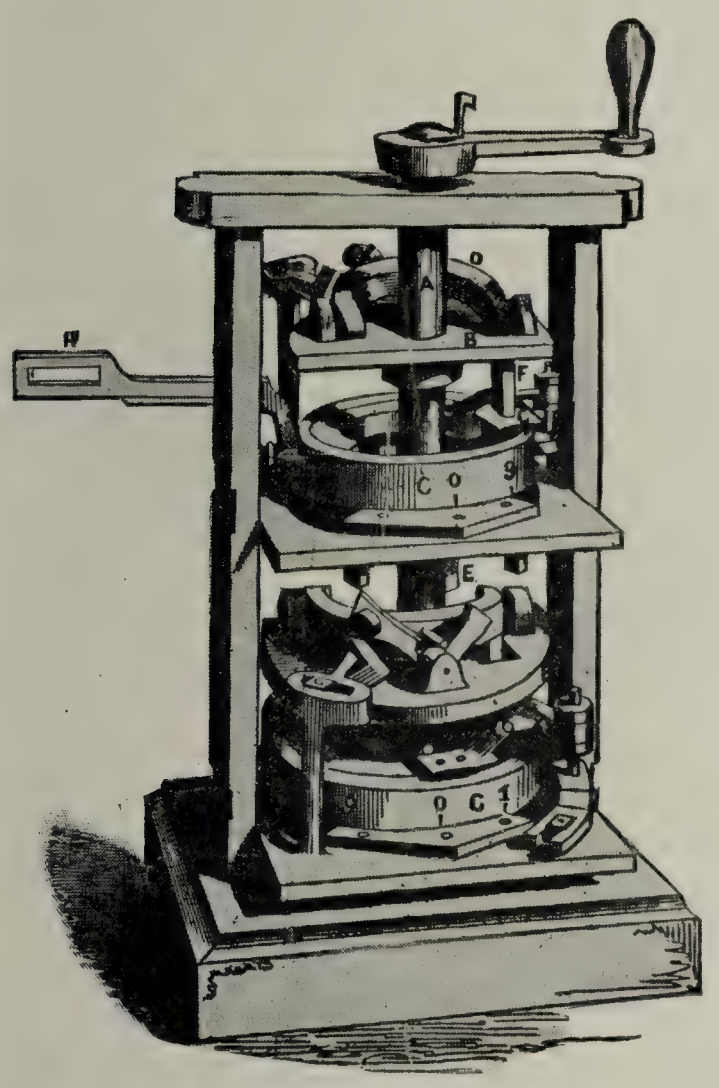


THE SCHEUTZ MACHINE.

Scheutz's machine was used to compute an extensive mortuary table and finally was purchased by a Mr. Rathbone and presented to the Dudley Observatory at Albany, New York. A larger copy was made by Messrs. Bryan, Donkin & Co. in England at a cost of £1,200 ($5,832.00), which is now at Somerset House, London, or the South Kensington Museum.

more than hinted that Leibnitz, being unable to improve the Pascal machine, purchased outright the machine of Grillett, which he copied very closely and took to himself the credit which really belonged to the earlier inventor; but it is a matter of history that for practical utility his machine was inferior to that from which he copied.

Gunter's logarithmic scale, first constructed in 1624, may be classed among instruments designed to facilitate calculations. The divisions of this scale correspond to the numerical values of the logarithms of numbers.



EXPLANATORY MODEL—SCHEUTZ MACHINE.

Improvements made by Leadbetter in 1750 comprised two rules sliding side by side, and further improvements by Leblond in 1795 and Gattey in 1798 consisted in giving to the sliding rules the form of concentric circles, which possessed the advantage of admitting a greater length of scale conveniently to the operator.

In theory, the powers of these instruments are very great, but in practice they are comparatively limited from the fact that the divisions must be very small or the size of the scale very large and it is scarcely possible to secure satisfactory results beyond three places of figures.

To the list already mentioned, the following may properly be named as having from time to time attempted the construction of calculating machines: Sir Samuel Moreland (1773), Perrault (1699), Marquis Poleni (1709), Leupold (1727), Claircault (1750), Lepine (1725), Boissendeau (1730), Gersten (1735), Periere (1750), Diderot (1760), Rowning (1770), Lord Stanhope (1776), Matthew Hann (1777), Muller (1784), Stern (1814).

Of their successes or more probable failures, nothing is known today, and it is entirely probable that their efforts were complete failures in so far as the building of a practical machine was concerned.

In 1821 Mr. Charles Babbage, of London, commenced the construction of the famous "Difference Engine," intended to calculate tables of numbers by differences. This work was commenced under the patronage of the English government, who supplied a very large amount of money, but the elaborate plans he had worked out and which promised great results, failed to materialize—consequently the supply of funds was stopped by the government and the machine was never completed.

Mr. Babbage afterward designed a new machine to be called an "Analytical Engine," intended to solve problems at the will of the operator, but this machine was never completed.

It is doubtful if either of the machines attempted by him could have been completed and made in any sense practical, had the government continued to advance unlimited funds and had Babbage lived many more years than he did to work on them. This first machine referred to is now in Kings College, London, England.

Had it been completed, it would have been suited to a very limited class of examples and had little or no bearing on arithmetical machines as we understand them today.

In the year 1820, a French inventor, Mr. Thomas (De Colmar), patented a machine in which the problem of successfully performing any arithmetical proposition was solved. This machine, which was called an Arithmometer, may very properly be designated as the father of machines intended for mechanical arithmetic, as its operation and construction has been followed to a greater or less extent by the builders of foreign-made machines from that time to the present. Each inventor making such changes as would permit the issuance of

patents on their machines. It may be mentioned in passing, that the Colmar machine, and as well those of Hoart, Masseur. Dobesch, Tate, the Brunsoiga, Millionaire, Burkhart, and Baldwin (the latter an American machine), are more particularly devised for multiplications and divisions of accounts, and are in no respect equal to the American machines of recent years, in the performing of addition.

It seemed the policy of these early inventors to provide a machine for the first mentioned computations, leaving additions to be performed mentally, while it has seemed as much the policy of recent inventors to perfect machines that would be particularly apt in the performance of the latter, and there has been apparently little effort to improve on the mechanical performance of the machines used for multiplication and division by the inventors of recent times.

While a description of the Colmar and similar machines, and of their mechanical arrangement would be interesting, at least to the mechanically inclined mind, yet such a description as would be intelligible, almost necessitates one of the machines with which to make the demonstration, as otherwise it is hardly possible to make it sufficiently plain.

As suggested above, these foreign machines are the superior of our American machines in multiplication and division, although this statement is challenged by at least one American-made machine so far as multiplication is concerned, but the writer believes that in long examples the statement may stand as correct—by long examples meaning those of five or more figures in both the multiplicand and multiplier.

Machines of the Colmar class are made with a capacity of 32 figures, thus making possible a multiplication of 16 figures by 16 figures.

On such machines an example of 9582653477982169 × 8795631824673912 equals 84285491895762114131600175475128 would be performed in four or five minutes, and the greater portion of that time would be consumed in setting the figures on the machine, the operation of the multiplication being performed by simply turning a crank.

The interest in this article will no doubt be greater if we come forward to more recent dates, and give some attention to the modern machines—such as are becoming so great a necessity to the twentieth century business house.

Roughly speaking, these may be divided into two classes, listing and non-listing machines. The listing machine is one which not only adds the amounts entered upon it, but as well, prints the items and totals on a slip or sheet of paper, for the purpose of comparing on checking with the original amounts of entry.

Banks and trust companies have been the largest users of this class of machine, as it is found particularly desirable for listing the checks of their customers and the drafts of their correspondents. It is their practice to make a record of their customers' checks on the machine, the slip so made is wrapped around the canceled check, which is then returned to the customer, and from this slip the customer may compare with the original stubs, in case of error.

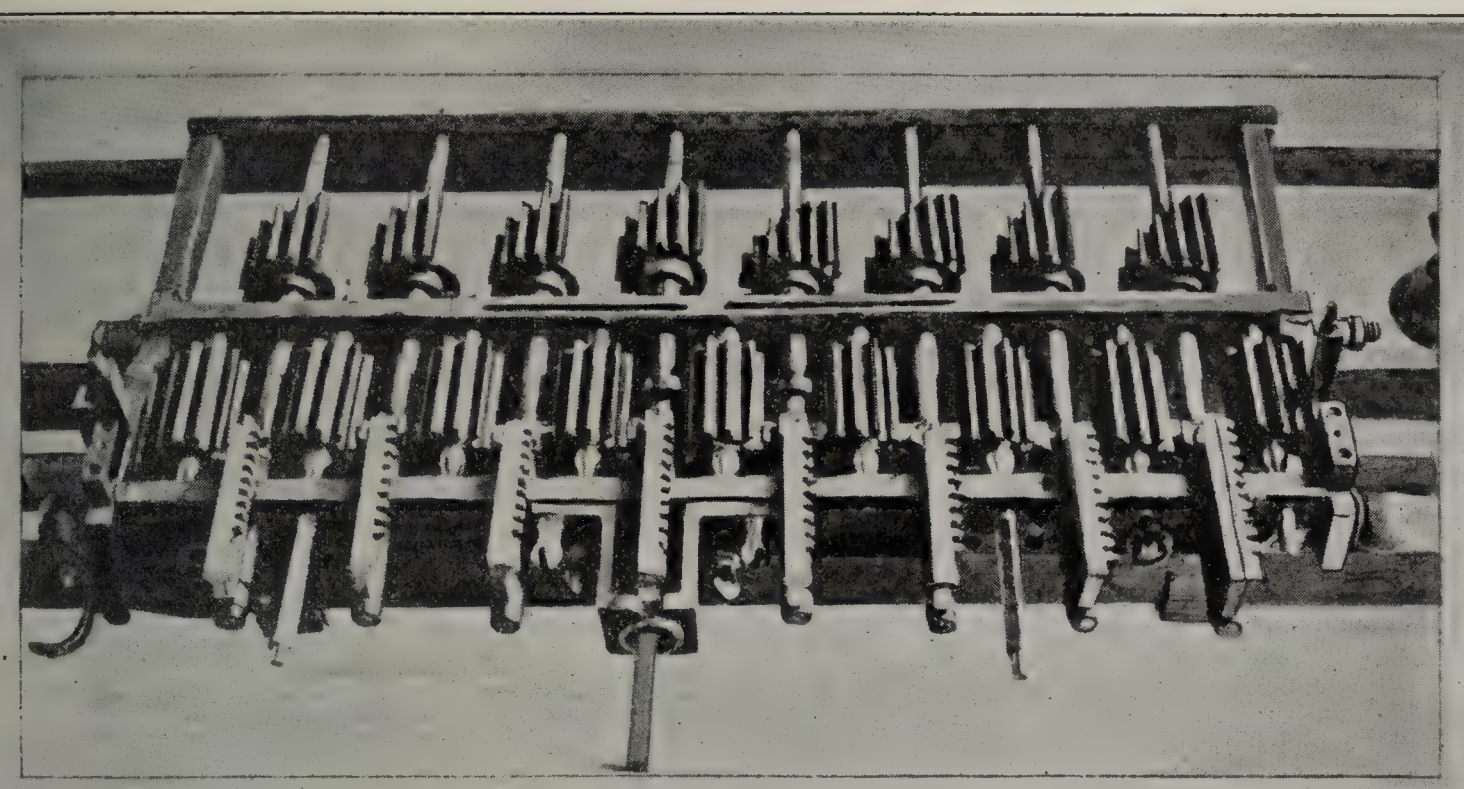
Many of the larger business enterprises are following the lead of the banks in adopting this class of machine, using them extensively in all departments of business, perhaps more especially, however, where a system of cost accounting or special systematizing is in vogue.

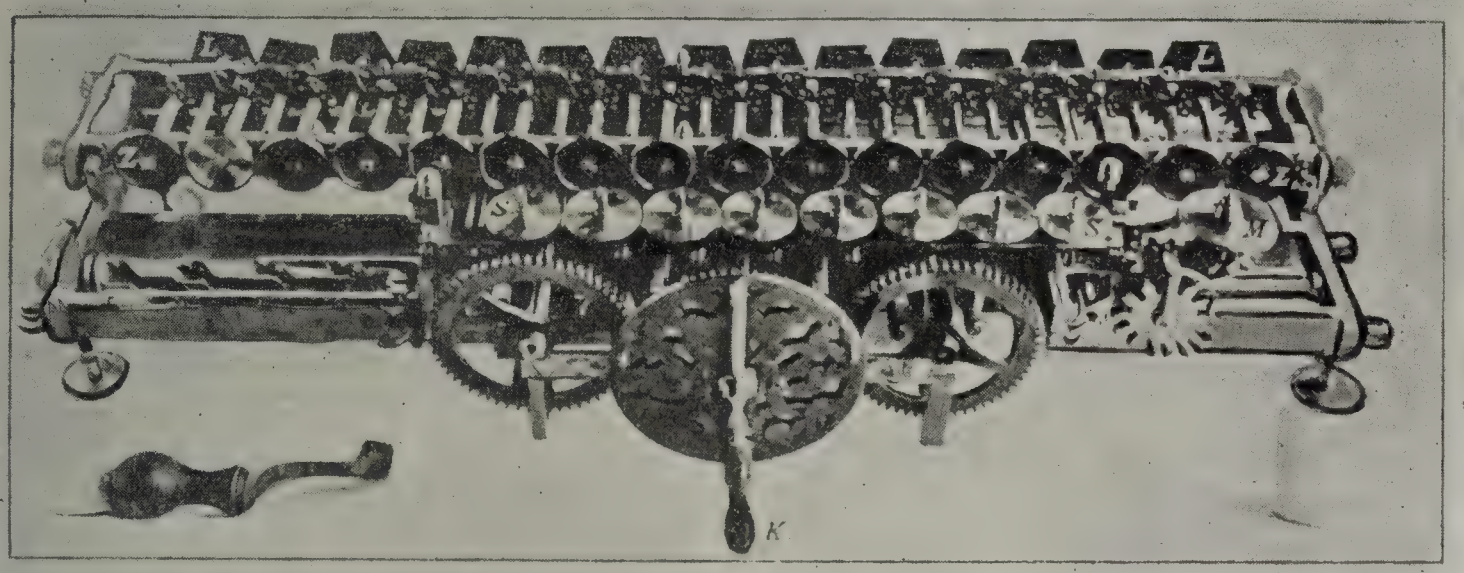
The machines of this class are sold at a high price, the special merits of the listing attachment being given as a reason for the advanced price over non-listing machines.

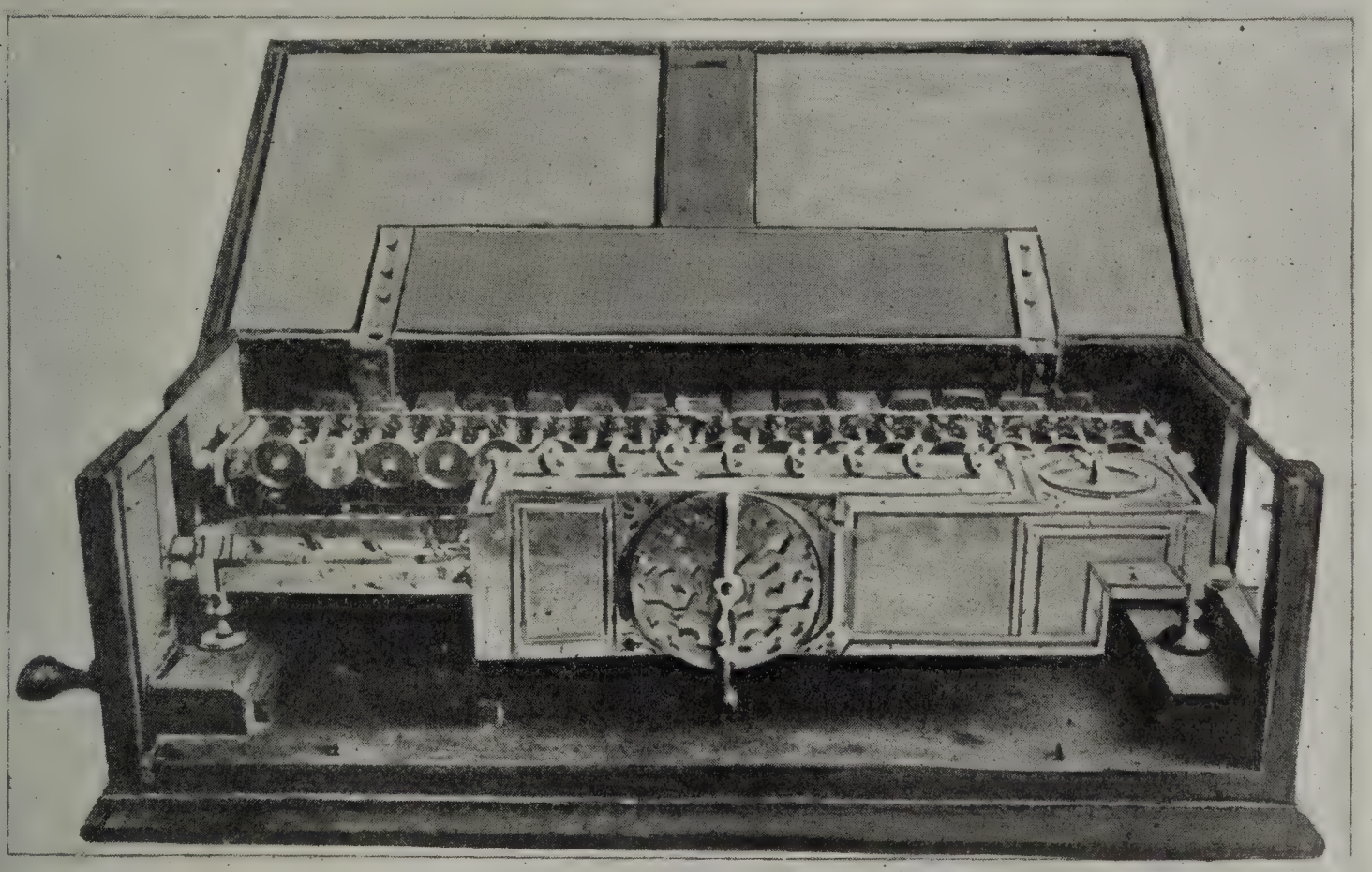
Among listing machines the Burroughs Arithmometer may be said to easily lead the list in the numbers of machines made and sold—there being at this writing in excess of 28,000 in daily use and the sales are constantly increasing, as new avenues are found for their use.

Their factory, located in Detroit, Mich., is undoubtedly the most complete in equipment and has the greatest capacity of manufacture of any in the world. With the addition recently completed, their capacity will reach at least 1,000 machines per month and yet they are unable to keep their organization of salesmen supplied with sufficient machines for their use.

The Universal Adding Machine, with factory at St. Louis, Mo., is probably the next in point of numbers manufactured, followed by The Standard machine, also manufactured in St. Louis, Mo., and the Wales Adding machine, made in Detroit.







THE LEIBNITZ MACHINE.

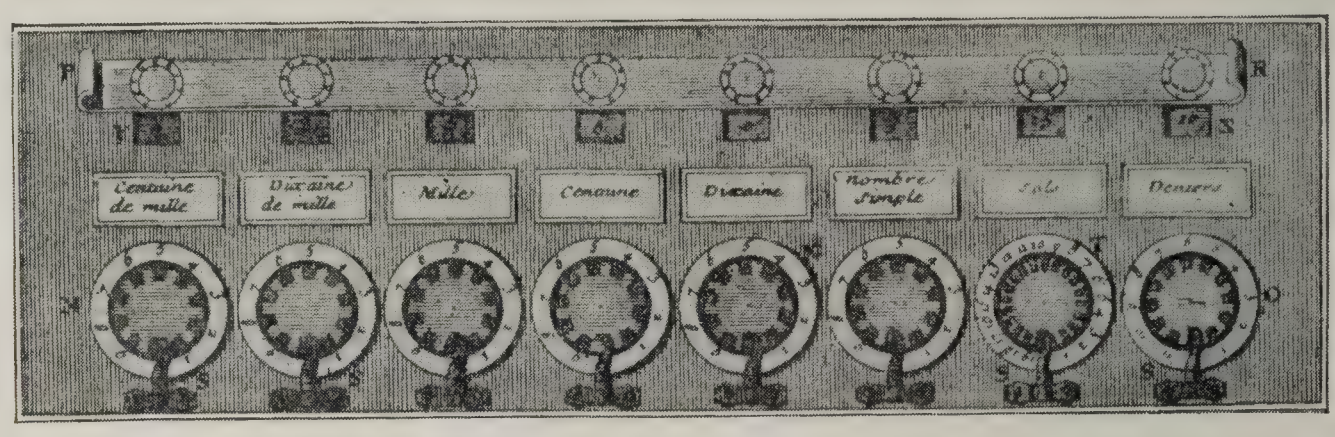
There are a number of other listing machines which are being placed on the market. These include:

Mallman's Addograph made in Chicago.

American Addograph made in Philadelphia.

Bundy Adding Machine made in Binghamton, N. Y.

Commercial Adding Machine made in Cleveland.



THE PASCAL MACHINE.

Comptograph made in Chicago.

Pike Adding Machine made in Orange, N. J.

Wendling-Hock Machine made in San Francisco.

Each of these machines have their special points of superiority—but as compared with those first mentioned, are as yet practically unknown to the general public, and it is rare to see them in either banks or business houses.

The prices for listing machines are from $185 to $400—but the demand for them up to this time is in excess of the supply.

Whether this condition will continue when the numerous new machines now being constructed shall have been placed on the market, is problemetical, but each manufacturer seems to have the courage of his convictions, and immense factories, equipped with the most expensive machinery are being constructed. with which to construct them.

It is not desirable to enter into a discussion as to the method of operation of these modern machines. They are in common use and can be seen in the business offices all over the land and full details are furnished by the manufacturers upon request.

We may properly turn to the other class of machines; those whose operation does not furnish a printed list of its work—or as they are commonly called "A non-listing machine."

If we except the stylus operated machines of which more extended mention will be made later, the field to be covered is not a large one, comprising but few different classes of machine, yet their possibilities are great and the demand for them correspondingly large.

It is no doubt true that in the vast majority of additions performed in business houses, a list is not required nor desired—yet in using a listing machine, the list must be made only to throw away after the total is entered on the books of record.

For this purpose a non-listing machine is preferable, in that it is more rapid in operation and equally as correct in results. In very many offices we find both classes of machines working side by side, each doing that part of the work for which it is best suited, and in offices with this equipment, the non-listing machine is the one which is used the most constantly.

One of the strongest claims for non-listing machines is embodied in the following paragraph, copied from the catalog of one of the manufacturers:

"Our machine does not print, and in this feature lies one of its principal advantages, as owing to its rapidity of operation it is quicker to repeat the addition in case of error by the operator, than to check a printed list with the original copy. Comparing a printed list with original is not only a very slow method but it is extremely unreliable as well, as transposition of figures is very likely to be overlooked. Therefore, the value of a listed addition is largely visionary. The desire for a list disappears when the operator has acquired rapidity in operation and has confidence in the machine's absolute accuracy. There is no lever to manipulate, therefore maximum speed is easily maintained in long additions."

Possibly the best example of this class of machine is the Comptometer, manufac-

tured by the Felt & Tarrant Mfg. Co., Chicago.

It is undoubtedly the most rapid machine in operation in the world, either for additions or for multiplication of small amounts, not to exceed nine figures in the quotient.

This machine, operated by experts, has taken all prizes open to machines of all classes in the recent Office Appliance Expositions held in New York and Chicago, and it is not likely that any machine will be constructed which will exceed the possible speed of this machine.

It has 72 keys—or nine banks of eight keys each with an extra totaling wheel—making its capacity nine places. It's operation is very easy; it does not easily get out of order, and can be relied on for satisfactory work.

The next example to be mentioned is The Mechanical Accountant, manufactured by the Mechanical Accountant Co., Providence, R. I.

This machine is also operated by keys, and in much the same manner as the machine mentioned above, although much greater effort is required to be used by the operator.

The machine has one advantage not possessed by the Comptometer in that it has two dials, one of which shows the item entered, at each operation, the other showing the totals. For the operator who has not acquired great proficiency in using a machine, this is a very desirable arrangement, in that the work may be checked as it proceeds, and any error in the operation is discovered when made, and can be immediately corrected.

The Beach Calculating machine is constructed on entirely different lines than any of the others heretofore mentioned, and has many advantages.

This machine is built up with a series of wheels and segments, the latter fitted with teeth on their outer edge, the machine being operated by placing the finger on the desired tooth and carrying it downward. The price at which it is sold makes it entirely possible for the smaller business houses to supply themselves with a thoroughly practical and useful machine, and it also enters very nicely into the field where a non-listing machine is used as an auxiliary to the one which makes a list.

It has the same feature for showing the item in each operation as has been previously described, although the result is reached in an entirely different manner.

To one accustomed to its use, the machine can be operated very rapidly, and has the same capacity as the Comptometer, i. e., nine figures in the quotient.

The machines described above are sold at prices ranging from $75 to $150, and are thoroughly reliable and up-to-date in every respect.

The stylus-operated machines, whose successful operation depends on the correct introduction of a stylus or pencil point into a small aperture left for that purpose, can not be classed with any of those heretofore mentioned, although they are a non-listing machine.

There are several of this class manufactured that are extensively sold at prices from $5 to $30, but for the reasons above mentioned are not entirely satisfactory, especially to the larger business where the element of speed enters so largely into the success or otherwise of any mechanical means for computations.

In conclusion, it is apparently easy for an inventor to produce a machine that will satisfactorily perform mechanical arithmetic. His plans on paper will look feasible, but any manufacturer will bear out the proposition that trouble has but just commenced. The working out of the plans is an expensive and tedious operation.

It is one thing to make a machine that will appear to work in the hands of the designer, but quite another and different thing to make a machine which will work in the hands of the average person under the average conditions of average service.



A DANGEROUS COAST.

Business Possibilities in Labrador

by Alfred S. Johnson



PATHFINDING of any sort is difficult. In any country, the era of early settlement abounds in incidents, unrecorded, that would adorn tales of hardship and sacrifice as pathetic and as glorious as any blazoned in the light of hero worship. It was so when our forefathers crossed the Alleghenies, or blazed their westward way through the trackless forests of the north. And such, too, has been the life-story of many a rugged, tanned-faced hero engaged in wresting a living under the stern conditions that prevail along the Labrador coast, as well as of the few who have hitherto braved the loneliness and hardships of the interior. For, to this day, practically the entire peninsula inland remains unsettled, save for the few wandering bands of peaceful Indian hunters and trappers, who since unknown times have made it their home.

Isolated, avoided, without means of communication, aloof from the march of progress, this great region of alternate fog and sunshine has only very recently begun to emerge from the mists of tradition and to attract the increasing attention that is its birthright and destiny.

Not much over a generation ago, the rich prairie empire of the Canadian Northwest was marked upon the maps "uninhabitable." Within less than five years, the supposedly irredeemable wilderness of New Ontario has been found to be one of the richest mining districts of the world. And the Labrador peninsula, also, will one day throw aside the veil that has hidden its surprises. For some years to come, it is true, the most important working capital of the settler there, will continue to be the stout heart and good right hand, but with the advent of scientific methods of prospecting and development and the appliances of modern mechanical skill, with the gradual extension of better ways of communication and supply, and with the coming of a population that will relieve the economic curse of monotony of occupation under which the region has so long stagnated, life in Labrador the year round may be expected to become, not merely tolerable because profitable, but attractive and even delightful.

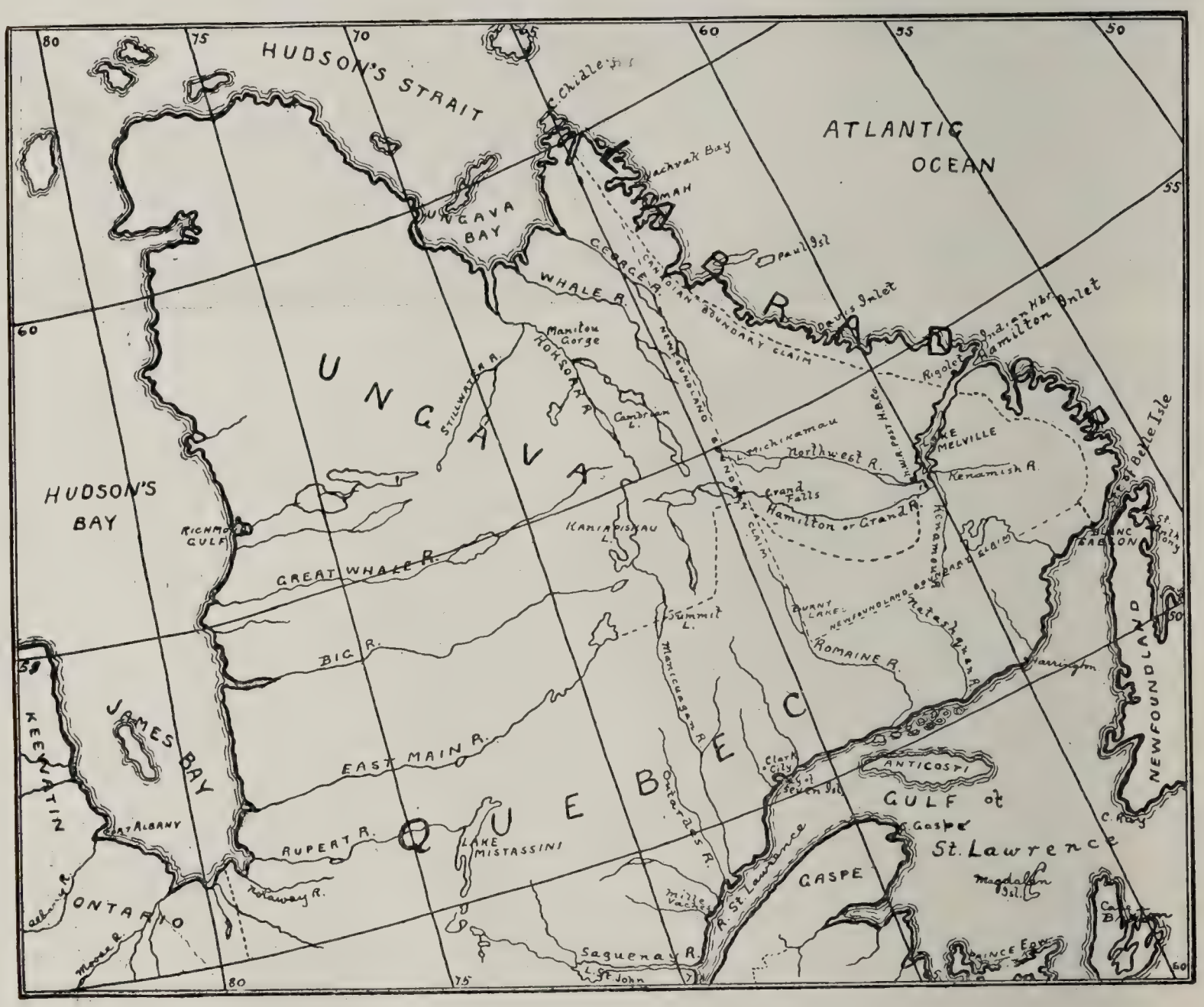
A NEW-WORLD MEDITERRANEAN.

Within a few years the Canadian railway system will be completed to the western shore of Hudson's Bay. A new outlet to

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NOTE.—This article should be found of particular value to business men in its account of what might be described as a new and undeveloped continent open to the commercial pioneer. The description of this vast country and its possibilities may be accepted as entirely authentic, as the author accompanied the Canadian Government Solar Eclipse Expedition of 1905 to Labrador as official press agent. The illustrations presented have been furnished by the author. The first paper by Mr. Johnson on the subject of "Labrador" appeared in the February number of THE BUSINESS MAN'S MAGAZINE, to which our readers are recommended to refer.

Europe available for about four months in every year, for the products of western Canada, will thus be opened up by way of Hudson's Strait, and the rich prairie lands of the northwest will be brought as near to Liverpool as to western New York. The "open season," it is pointed out, might be greatly extended by permanently blocking the narrow Hecla and Fury Strait at the head of Fox Channel, a long arm of the sea extending northward from Hudson's Bay to well within the Arctic circle. It is through this channel that the Arctic current gains access to the landlocked waters of the bay, and, with its burden of floe ice, supplements the berg-laden Labrador current of the Atlantic in keeping the climate of northeastern Canada one of sub-Arctic rigor. Should this project ever be carried out, Hudson's Bay would then become in truth a New-World Mediterranean and Labrador a "port of call" in the direct pathway of world commerce. Moreover, the creation in Hudson's Bay of a great inland sea of comparatively warm water, would in time completely alter the climatic conditions throughout the central and northeastern portions of the continent. Nay, more than that, when we consider that the ocean currents in the Atlantic are a delicately balanced system of forces, it is surely no extravagant flight of imagination to see in the suggested diversion of Arctic waters from Hudson's Bay, possibilities of ominous portent to the very life of Europe. The cold Labrador current might be diverted, the unstable equilibrium of the Atlantic currents upset, the Gulf Stream shifted from its course, and a cataclysm of incalculably stupendous consequences follow to the world at large. In such event the countries of central and western Europe would shrink under an unwonted northern chill, while Labrador would exchange its rigorous climate for the genial warmth of sunny Italy, and sub-tropical vegetation would flourish on the shores of the St. Lawrence. Such issues as these would be of sufficient gravity to call for international action; and at the first hint of danger, no doubt, the waters of Hecla and Fury and Belle Isle Straits would be proclaimed a new Dardanelles; only in this case, instead



of closure in any sense of that term, the interests of the "concerted" powers would demand that the channels should be kept permanently open.

These possibilities, however, are of the indefinite future rather than the immediate present, and it is with the latter alone that we have here specifically to deal.

TOPOGRAPHICAL CONDITIONS.

As stated in the previous paper, the Labrador peninsula is a rolling plateau of moderate elevation, dotted with innumerable lakes and drained by an intricate network of interlocking streams. In former geologic ages the site of lofty mountains, it has been worn and scraped to its present level by the erosion of countless eons. Its only extensive mountain range today is found on the Atlantic seaboard, where a coastal ridge perhaps 50 miles wide and sloping rapidly downward on the west to the general level of the plateau, culminates at the north in lofty, unglaciated peaks, whose cloud-topped summits loom precipitously from the sea as in proud defiance of the incessantly besieging iceberg fleet.

The plateau comprises four distinct watersheds. Of these, the southern is the smallest. Few of the many streams that toss themselves from the uplands across the narrow plain skirting the St. Lawrence shore, are over 300 miles in length. The western watershed is the largest, including the basins of the Little and Great Whale, Big, East Main, Rupert, and Nottaway rivers. Although still containing vast tracts untrodden by white foot, it is better known than the eastern watershed. The latter, on account of the coastal mountain barrier, contains few rivers of importance, though its shore-line is serrated with countless



OFFICES OF THE HUDSON'S BAY COMPANY AT RIGOLET.



TYPICAL GROUP OF NASCOPEE INDIANS.

fiords and smaller streams. The one great river of the eastern watershed—the most important river in Labrador—is the Hamilton (or Grand), on which are located the famous Grand Falls, where the entire volume of the stream leaps from the face of a precipice having a sheer descent of 302 feet (nearly twice as high as Niagara), with a roar that can be heard ten miles away in any direction. The Hamilton, Northwest, and Kenamou rivers find a common outlet to the Atlantic through the magnificent, landlocked Hamilton Inlet, which is navigable for ocean-going craft to its head at the western end of Lake Melville, more than 150 miles from the coast. The largest river in Labrador—the Koksoak—with the George and Whale rivers—drains the northern watershed into Ungava Bay.

As illustrating the intricacy of the entire drainage system, and the future possibilities of water communication and supply, it is interesting to note that one branch of the Koksoak river flows out of the northern end of Summit lake, while from its southern end flows a branch of the Manicuagan river, thus establishing unbroken water connection between Ungava Bay and the Gulf of St. Lawrence, across the very heart of the peninsula.

AGRICULTURE.

The agricultural possibilities of Labrador are a negligible quantity. Except on the low grounds along the Gulf coast, or in isolated valleys in the southwest, farming offers but scant inducement to effort. Potatoes and other roots can be grown around James Bay and the head of Hamilton Inlet, though in the interior they rarely mature without their tops being frozen. With special precautions against killing

frosts, garden vegetables such as lettuce, radishes, and turnips, can be raised much farther north. Over by far the greater part of the country, however, the character of the soil—a mixed sand and clay of little depth, or else barren rock mantled almost everywhere with mosses and lichens—precludes the thought of Labrador ever becoming a farming or even a grazing region. For vegetable food, its people must depend upon more southerly regions. Moreover, because of the entire absence of roadways, and because of the character of the rivers, which are in general a succession of falls and rapids, it is practically impossible, under present conditions, to transport sufficient food through the interior to sustain parties for any considerable period. Fresh meats, in the shape of game and fish, can generally be obtained in abundance, and in summer time wild berries grow in great profusion; but the necessary staple vegetable supplies must be brought in. For the sake of those who enter the country to remain for any considerable length of time, it would therefore seem to be essential to establish a line of supply stations, extending the same to accessible points as the interior is traversed.



MISSION STEAMER "STRATHCONA" IN HARBOR OF RIGOLET.

Vessel in Background is the King Edward, Which Carried the Canadian Eclipse Expedition to Labrador.

An extensive industry in the preserving and canning of wild blueberries has already been developed at Escoumains, Bergeron, and Mille Vaches, on the lower St. Lawrence. At the last named, the product in 1905 amounted in value to $25,000, while the aggregate output from the villages mentioned was about $75,000. At other points in the Quebec portion of the peninsula, similar opportunities of trade are offered by the astonishing natural profusion of small summer fruits, including not only the blueberry, which flourishes best on the burnt areas, but also the strawberry, currant, gooseberry, and raspberry. Toward the north, the most important natural food growth is a peculiar species of cranberry, which is improved in quality by being frozen, keeps in perfect condition through the winter, and forms a valuable corrective to the animal diet of the Indians and Eskimo.

LUMBER AND PULP.

Up to the latitude of Hamilton Inlet (about 50° 30′ N.), the forest growth is continuous, except on the outer islands and the summits of the rocky hills. Above that latitude the higher hills are treeless, and the size and number of the barren areas increase. Black spruce forms fully 90 per cent of the forest growth of the peninsula, and, with the larch—the next most abundant tree—is found up to the northern tree limit near Ungava Bay. It is only, however, on the southern watershed and the lower courses of the streams flowing into the Atlantic and Hudson's Bay, that there are found forest areas of sufficient size, with trees large enough for commercial purposes, accessible to facilities of transportation. In the valley of the Hamilton river, lumbermen are already working; and at the mill near the mouth of that stream, two steamers were loaded during the past summer with nearly 4,000,000 feet of lumber for the European market. Here white spruce trees frequently grow to two feet in diameter and over 70 feet in hight. The black spruce and larch are also large enough for good commercial timber, and the balsam fir, white birch, aspen, and balsam poplar grow to fifteen inches in diameter, many large sticks being taken for spars and masts. A still more profitable working might be made if the smaller growth were cut at the

same time for pulp. On the southern watershed, the pulp industry has a great future. Enormous areas of spruce and fir are located conveniently to the waterways. The growth is so thick that the trees do not attain undue size; and, if conservatively harvested, the forests here would be capable of supplying the paper mills of the world forever. For a pulp forest will renew itself in 20 to 25 years; and long before the visible supply of virgin trees could be cut, the seedlings would be ready for the axe. The frequent occurrence of chains of rivers and lakes affords protection to some extent from the curse of the fire demon which has devastated large areas of the interior plateau.

When we consider that the cost of paper is slowly but steadily advancing, and in five or ten years will probably be nearly doubled, the wisdom of securing a future supply at minimum and uniform cost is apparent. One Canadian company is already at work. At Clark City—nine miles inland from the historic Bay of Seven Islands—the North Shore Power Railway & Navigation Company has erected a pulp mill, with ultimate capacity, when dam and penstocks are completed, of 250 tons daily. A railway —the only one in Labrador— connects the "City" with the "landing" on the shore of the bay; and on the line of this railway alone, the pulpwood in sight is sufficient to keep the mill running at full capacity for 15 years. The product will be shipped to the Old Country, and probably also to the United States, availing itself of cheap transportation by water and the corresponding advantage over the more expensive western route up the St. Lawrence and thence by rail to New York and New England.

Though comparatively little has yet been done in the peninsula, the possibilities in this line are attracting increasing attention. It is significant to note that the great English publishing house of Harmsworth & Company has bought up large areas in Newfoundland supplied with wood, water power, and shipping facilities, and estimates that it will be able to deliver paper in London at 50 per cent less than the present market price.

MINING.

To judge from the interest aroused by certain recent sensational announcements of the discovery of rich gold mines in Labrador, whose location was being kept a secret until certain expeditions should penetrate to them and establish claims, the lust for the yellow gleam is just as strong today as when Horace sang of it and decried it. It is not the purpose of this article, however, to indulge in any imaginative flight. Even if it were possible to say that here or there, at this or that particular spot, were to be found rich deposits of the precious metals, it would not be safe or wise to do so. The utmost that can prudently be done is to point out a few analogies and indicate the localities of greatest promise. For the rest, the future of gold and silver mining in Labrador must follow the usual course of mingled intelligent prospecting and more or less hazardous adventure. In all the history of mining the richest finds have been more or less in the nature of undivinable surprises; and many a tract considered hopeless or else left untried, has been found to conceal abundant wealth.

The richest deposits of the precious metals in all probability, will be found in the scattered Huronian and Cambrian formations. These strata occupy altogether only about one-tenth



A BROAD BAND OF SILVER.

Tramp Sailor Lying at Anchor Off the Southern Coast of Labrador.

of the area of the peninsula, the remaining nine-tenths being composed of highly crystalline Archæan rocks of Laurentian formation, consisting chiefly of gneisses and schists. But inasmuch as, in other parts of Canada, gold and silver, copper, nickel, and pyrites occur in the Huronian and Cambrian starta, the tracing of these formations in the Labrador derives a special significance.

The western half of the peninsula contains two large Huronian areas—one extending along the valley of the East Main river for 160 miles from near its mouth; the other, in the large lake basins southwest of Lake Mistassini. Smaller areas of Huronian schists occur on the upper East Main river and along the small lakes leading from that stream to the headwaters of the Big river; also around Nachvak Bay and near the Moravian mission station at Ramah—on the Atlantic coast. Indications point to profitable gold workings in the quartz veins that cut the Huronian rocks; but probably the most productive fields are the Cambrian shales, found in greatest development along the Koksoak and upper Hamilton rivers, the most promising localities being in the valley of the Koksoak, especially in the vicinity of Manitou Gorge, a short distance above the junction of the Stillwater, and about 100 miles from the mouth of the stream. Here the quartz veins carry abundance of pyrites; and some of them, galena, an ore of associated lead and silver. Silver-bearing lead ore of economic value is also found in the Cambrian limestones, especially around Richmond Gulf on the east shore of Hudson's Bay.

Immense deposits of high-grade iron ore are widely distributed in the Cambrian areas, often containing a large percentage of manganese, fitting them for use in the manufacture of Bessemer steel, the mode of occurrence being closely analogous to that of the iron ores of Michigan and Wisconsin. One valuable deposit just north of Ramah has already been sold.

Other minerals of economic value are abundant limestones and hornblende granites (for building purposes), magnesian lime stones (for hydraulic cement), coarse and fine grained sandstones, brick clays etc.—but until the distance that separates them from market is lessened by railroad construction or other facilities of transportation, such heavy products must remain practically worthless.

A possible exception might be found in the case of the precious Labradorite. This beautiful stone is a variety of disseminated feldspar, its peculiar charm being a marvelous play of color when light falls on it in certain directions, its opalescent hues varying from a deep cobalt-blue to light blue, green, and bronze-yellow, glistening from a gray-grained underground. It takes a fine polish, and could not be surpassed in striking beauty for purposes of ornamental construction. It is found along the seafront from Nain southward to Davis Inlet, especially on Paul Island, and there are immense beds on the shores of Lakes Michikaumau and Ossokmanuan and in the upper valley of the Romaine river.

Jasper, too, varying in color from bright vermilion to crimson and green, and extremely valuable for decorative purposes, is of frequent occurrence in the iron-bearing rocks. The red variety is often found in masses so large that slabs several square feet in area and over six inches thick could easily be obtained. One large exposure—apple-green in color, interspersed with angular fragments of red—occurs near Cambrian Lake, about 150 miles from the mouth of the Koksoak river. Large agates, beautifully colored and banded, are found along the Hudson's Bay coast.

There are no indications, in the entire peninsula, of any coal-beds of economic value. For fuel purposes, dependence must be placed on imported material or the natural wood-supply. Anthraxolite—a freely burning bituminous mineral containing a very large percentage of fixed carbon—is found around Lake Mistassini and some of the lakes in the valley of the Hamilton river; but it is probably merely a result of the hardening of liquid bitumen, and affords no indication of valuable carboniferous strata.

(To be continued.)

Handling Savings Accounts

By CHAS. A. PEPLE

Accountant for the Bank of Commerce and Trust and Cashier of the Bank of Commerce Branch, of Richmond, Va.

IN the last 20 years not only has the business of the savings banks greatly increased, but many new ones have been established and a large number of commercial banks have established savings departments. Therefore, the subject of handling savings accounts will be of interest to a large percentage of practical bankers. It would be useless in an article of this scope to attempt to discuss all of the problems that arise in connection with savings accounts, such as investment of the funds, necessary reserve, general ledger accounts, legal questions involved, etc.

We will, therefore, confine ourselves to the simple operation of receiving and recording deposits, paying and recording checks, calculating and crediting interest, keeping the ledgers in balance and filing checks and deposit tickets.

In devising any system of accounting, it is well to have as clear an idea before one of the whole extent and limitations of the field and then to construct a system that will fit the requirements and be capable of extension as the business grows. It is necessary to be acquainted with systems already in use, but it is not well to be slavish to precedent. The system should be the servant of the man and not the man a slave to the system.

We will consider then a savings bank in which there is a teller and a book-keeper. The teller receives deposits, pays checks and makes settlements of his cash. The book-keeper credits the deposits, charges the checks, calculates and credits interest at the proper time, files checks and deposit tickets and keeps his ledgers in balance. We will suppose that he has two ledgers and settles them separately, that is, there are two accounts on the general ledger for savings deposits and one of the ledgers settles with each. There may be three, or any number, of ledgers, of course, but the principle would be the same. The teller may receive checks, etc., on deposit and may also collect notes and do other things that would complicate his settlement, but for the purposes of this article, we may disregard these and deal only with the functions above mentioned.

The elements of the problem are as follows:

A large number of deposits are made each day.

A large number of checks are paid each day.

Each check and each deposit must be posted to the proper account.

Each account must show at all times the correct balance.

Each ledger must be capable of independent proof.

Each account must be capable of independent verification.

Interest must be calculated on each account with accuracy and with the least possible expenditure of time.

There must be at all times the best possible check on the different departments of the work because of its volume as compared with the amount involved. If a mistake is made and not caught at once, there is a deal of checking involved in finding it —therefore, savings accounts should be kept with absolute accuracy.

A complete record of all transactions must be kept, but this record must contain no superfluous matter, as it will be voluminous enough without it.

The whole system must be capable of indefinite expansion without any radical changes.

We will consider first the best type of ledger to use. Anyone familiar with savings accounts will know that while there are many transactions each day, any particular account is very seldom disturbed. Therefore, the Boston or Daily Balance ledger, is out of the question. The bound ledger is almost equally objectionable as it is impossible to get rid of closed accounts and they soon become so numerous that the

BANK OF COMMERCE & TRUSTS, Richmond, Va.
Sheet No. 253 In account with Book No. 253
Archer Adams

Date		Debits		Credits		Balance		Memo
Jany.	1			125		125		Balance for'd.
	29			75		200		
Feby	2	25				175		
	28			100		275		
March	29			125		400		
	30	100				300		
April	1			25		325		
	30			200		525		
May	2			75		600		
June	1			200		800		
	30			5	75	805	75	Interest

FORM 1.

book-keeper is seriously hampered by them.

All of the progressive savings banks are using the small loose leaf ledger—Fig. 1—or the card ledger and, in my opinion, the ruling as shown in Fig. 1, which provides a debit, credit and balance columns, is the most practical. In using this system a separate sheet is provided for each account and the accounts may be arranged in the ledger, either alphabetically or by numbers. Since the system of giving each account a number—and filing by numbers has peculiar advantages—I shall describe it in full.

The teller is provided with a number of pass books, consecutively numbered, and in each pass book is a signature card bearing the same number. When a new account is opened, he obtains the signature of the depositor on this card, writes the number on the deposit ticket and the book-keeper opens the account on a sheet bearing the same number. These sheets are so ruled that they contain exactly the same number of lines as the pass book. Therefore, the pass book and the sheet will be filled with entries at the same time. When the pass book becomes filled, it is taken in and the balance forwarded to a new book, bearing the next number not yet used, and the sheet corresponding to the old book is removed from the current ledger, placed in the transfer ledger and the balance forwarded to a new sheet, bearing a number which corresponds with the number of the new book.

When accounts are closed out, the book is, of course, taken in and a sheet removed from the current ledger and filed in its proper place in the transfer ledger. By this method, it will be seen that all new accounts go to the last ledger and all active accounts are also transferred to that ledger. If, in the beginning, the first ledger contains say 600 accounts, in the course of time these accounts will run from No. 1 to some number in the thousands, while the ledger will still contain no more than 500 or 600 accounts, all active accounts having been forwarded and all dead accounts taken out. If the ledgers are settled separately, however, care must be taken that the General Ledger account, representing any ledger, must be charged and General Ledger account representing the last ledger must be credited with the bal-

BANK OF COMMERCE AND TRUSTS
RICHMOND, VA.

Record of *Savings Deposit* *Ledger A.*
Bank of Commerce Date *March 5, '06*
Branch Bank of Commerce and Trusts

NUMBER	NAME	AMOUNT
5	Maud Adams	$ 125.00
10	B. Huxter	3.49
29	C. Jones	102.00
50	A. Smith	35.00
95	D. Johnson	50.00
127	E. Jackson	40.00
140	F. E. Samuels	70.00
153	T. H. Jones	25.00
215	Alex. Brown	1.25
267	B. Howard	60.00
269	T. B. Williamson	75.00
270	E. F. Dalton	40.00
306	Jas. Hersey	33.00
324	Thos. Frank	46.00
327	Chas. Perkins	3.59
366	Victor DeJanett	5.79
370	Sam'l Thompson	33.00
416	E. Sanford,	22.00
425	G. Hopkins	2.25
564	M. Anderson	3.59
575	F. E. Isaacs	450.00
582	L. E. Moncure	59.00
587	S. F. Atkinson	66 67
589	J. G. Gordon	23.59
593	Hy. Gordon	16.67
595	A. Gardner	333.33
		$1,725.22

FORM 2.

ances of accounts carried forward. (See note.

When accounts are filed in numerical order, it will be necessary to maintain an alphabetical index of depositors, and the signature card will serve admirably for this purpose. In many of the very large savings banks the card ledger is used instead of the loose leaf ledger, a large tray or cabinet being used in place of the binder. It will be readily seen that this same system can be used in connection with the card ledger and that each account can be readily found by the use of ledger cards with projecting tabs—a full description of which will be found in the "Encyclopedia of Accounting."

BANK OF COMMERCE AND TRUSTS
RICHMOND, VA.

Record of *Savings Checks* *Ledger A.*
Bank of Commerce Date *March 5. '06*
Branch Bank of Commerce and Trusts

NUMBER	NAME	AMOUNT
3	Jno. Jackson	$ 3.75
9	Wm. Thompson	125.00
27	A. Williams	4 16
49	Sam Jones	3.35
97	A. Brown	125.00
125	Jno. White	2.59
139	W. Block	110.00
159	Susan Redd	1.25
217	Hy. Adams	2.69
239	C. Betts	3.16
251	A. Charleton	120.00
276	C. Dalton	35.00
305	D. Ferguson	3.58
326	F. Bronson	13.50
329	D. Adamson	2.36
329	D. Adamson	5.69
365	J. Howard	120.00
527	H. King	25.00
530	L. Lang	50.00
532	M. Lafferty	75.00
576	David Brown	2 50
597	J. Nowell	110.30
		$943.88

FORM 3.

In some cases, notably in banks having a small savings department, the numerical system is not practicable because the custom has arisen of allowing deposits to be made and checks to be drawn without the presentation of the pass book. If much of this is done and the numerical system is used, it will be necessary for the teller to hunt up the signature card and write the number of the account on each check and deposit ticket. Therefore, a number of small savings banks are filing their accounts alphabetically. When the signature card is to be used as an index, it is well to reserve the first line of the card for the purpose of writing the depositor's name with typewriter, as they are much easier to find than when each is written in a different hand.

The routine work is as follows: The teller receives deposits and pays checks, writing the number of each account on the check or ticket as the amount is entered in the pass book. He has two spindles, one for tickets and one for checks—no matter how many ledgers there may be. As the tickets and checks accumulate, the teller or an assistant takes them off and lists them on the adding machine, hands over the checks or tickets to the book-keeper and places the list on the spindle from which he took the checks or tickets. In doing this, it is well to carefully call back the amounts and if it be thought advisable, he may enter the number of each account on the list opposite each amount. These lists are made in order that the teller may keep a temporary record of all checks and tickets that pass out of his possession. If the bank has no adding machine they may be made in a rough memorandum book, using, of course, separate books for checks and tickets. The book-keeper assorts each batch in the order of the accounts on his ledger and posts directly from the checks or tickets to the ledger. He has a spindle for checks and one for tickets in front of each ledger (or he may use one spindle for both) on which he sticks the checks and tickets as he posts them. It is best not to try to post checks and tickets at the same time, as it is very easy to get amounts in the wrong column. The reason for having separate spindles for each ledger is that the items for each ledger may be kept to themselves.

After the day's work is posted, the checks and tickets for each ledger are assorted in the order of the accounts and entered on sheets—Figs. 2 and 3—different sheets being used for each ledger and one color for checks and another for deposits. The amounts may be listed on these sheets with the adding machine—in which case the sheets should be so ruled that the spacing corresponds exactly with the spacing of the machine and one or more sheets may

NOTE.—The best way to do this is to draw an indoor check, charging the account on the full page and placing the amount to the credit of the new account as the first entry; these credits being entered on the new pass book as "Balance forwarded."

be used for each series, as may be found necessary. The numbers of the accounts and the name may be put in with a pen or a typewriter.

The grand total of all of the deposit sheets should equal the total of all the slips which the teller has on his deposit spindle and the grand total of all of the check sheets should equal the total of the slips on his check spindle. The total of the deposit sheets for Ledger A may then be transferred to the general cash book to be credited to the General Ledger account, corresponding to Ledger A and the total of the check sheets for Ledger A transferred to the general cash book to be charged to that account, etc.

The next day debit and credit entries are called back from the ledgers to the sheet and it is well to post by number and call back by name. The calling back is very expeditiously done, as the names on the sheet run in exactly the same order as the names on the ledgers and if blotters have been used in posting, the work will take less time than other methods of calling back.

After the postings have been verified by calling back, balances should be extended on the disturbed accounts. These balances should be calculated by adding deposits to the last balance and subtracting checks and not more than one balance should be extended for the entries of any one day. Before taking off a balance sheet the deposit and check columns should be added and the last balance verified by subtracting one from the other. These balance sheets should be taken off at least once a month and if each book-keeper has two ledgers it is a good plan to take off the balance sheet from one ledger about the first of the month and from the other about the fifteenth.

CALCULATION OF INTEREST.

The calculation of interest on savings account is at best exceedingly laborious. Therefore, every effort has been made to simplify the process as much as possible. A reference to the sample account, Fig. 1, and to entry slip, Fig. 4, will show the method of calculating interest on balances for the six months beginning with January 1st and ending with June 30th. It is customary in most savings banks to calculate and credit this interest at least every six months, and whether the interest is put to the credit of the depositor and treated as principal or not, this should invariably be done, in order that no undetermined liability may be in existence. This method is by far the simplest I have ever seen.

A reference to the interest slip will show that but one balance is taken for each month. In many banks this balance is the smallest in the month and this custom is based on the general rule of most savings banks, that "Fractional parts of a month

BANK OF COMMERCE

BRANCH OF BANK OF COMMERCE AND TRUSTS

RICHMOND, VA.

INTEREST CALCULATION

To *June 30, 1906*

Name *Archer Adams*

	BALANCES	
January	$ 125	.....
February	175	.....
March	275	.....
April	325	.....
May	600	.....
June	800	.....
July	.....	.....
August	.....	.....
September	.....	.....
October	.....	.....
November	.....	.....
December	.....	.....
Total Balances	$2300	.....
Interest at 3 per cent		$ 5.75

FORM 4.

will not enter into interest calculations." If a more accurate method is desired, it is very easy to determine an average balance by an inspection of all the balances extended in any month. For instance, if a deposit of $500 is made on the 15th of the month, we can put down the balance for that month as $250 greater than the balance on the 1st of the month. Having determined the balance for each month, the ticket is added, as is shown in the Figure, and interest is calculated on this total for one month. If the interest is to be at three per cent, two places are pointed off and the total is then divided by four since three per cent per annum is equal to one-quarter of one per cent per month. If interest is paid at the rate of four per cent per annum, we would, of course, divide the total, after pointing off, by three instead of four. This will give the exact interest due on the account, as will be seen by the following proof in which each balance is multiplied by the number of days it remains in bank

and the interest is calculated on the total of each of these products for one day at three per cent, the calculation being made by pointing off three places and dividing by 12.

125×28	3,500
200×3	600
175×26	4,550
275×31	8,525
400×1	400
300×1	300
325×29	9,425
525×2	1,050
600×29	17,400
800×29	23,200
	68,950

Pointing off three places and dividing by 12, we get in this case, $5.75, which is the exact amount arrived at by the shorter process. It is manifest that in some cases there would be a slight difference in the results of the two processes. But the simpler one is sufficiently accurate for all practical purposes and has the advantage of involving very much less work.

These tickets can be made out and partially filled up sometime before the expiration of the interest period and the addition of the balance for the last month and the addition and division of the tickets made any time after the 10th of the last month.

All of these tickets can be treated as deposit tickets and posted to the credit of the various accounts, the total being charged to interest account. It is best, however, to list them on separate deposit sheets in the same manner that regular deposit tickets are listed, in which case the total of the sheets for any one ledger is put to the credit of the General Ledger account, representing that ledger, and charged to interest account. It will be seen that interest account can be closed out before all of the tickets have been posted to the credit of the various accounts, if this should be necessary, on account of the extra amount of work at that particular time.

After the checks have been posted, they should be filed in regular check files, in which space has been provided for the checks for each account. If the numerical system of filing accounts is used, the check file will look very much like the card ledger previously referred to. If the alphabetical system is used division cards, bearing the name of each customer, should be provided and kept in perfect alphabetical order to correspond with the account on the ledger. Deposit tickets should be filed in similar files, though these will have to be of a slightly different dimension to suit the size of the tickets used. By having the tickets and check of each account filed to themselves, it is very easy to verify the balance on any particular account without reference to the ledger, except to compare the final result.

In some savings banks accounts are written up just as they are in commercial banks and the canceled checks are delivered to the depositor with his pass book. In others, the checks are regarded as receipts to the bank for the amounts paid out and are preserved by them as such. Where the checks are delivered with the pass book the tickets should also be taken out of the current file at the time the book is written up, and filed in an auxiliary file. Whichever method is pursued, it is obvious that the numerical system of filing accounts will entail many advantages in the filing of checks and deposit tickets.

This is a simple and yet complete system of handling savings accounts. It is applicable to the savings department of a small bank, even where the teller receives and pays on commercial accounts as well, and it is capable of indefinite expansion. It provides a method whereby an error if made can be caught at once, if proper care is used in the checking and the best means of securing this care is to so arrange the work that the man who misses the error will be the one on whom the burden of finding it will ultimately fall. I do not think that it involves any unnecessary work or that any of the steps or records can be dispensed with with safety.

(NOTE.—The above decimal calculations do not, of course, apply to English currency.)

Manifold Manufacturing Forms

CONSISTING OF INVOICE, CHARGE, STOCK-KEEPERS' AND PACKERS' ORDERS, ACKNOWLEDGMENT, PACKERS' REPORT AND COST RECORD SYSTEM — MAKING SEVEN FORMS IN ALL AT ONE WRITING THEREBY SAVING A GREAT AMOUNT OF VALUABLE TIME

By W. E. BAER

Incorporated Accountant

THE forms in use by up-to-date manufactories are of very small significance to a person that gives them only a casual glance, but to the person that makes a study of the general arrangement, the separate uses of each form and positions of every detail of each form, in connection with the general accounting of a business, then the working value is made manifest and from that the real saving in labor, the accuracy and completeness of the records can be well imagined.

The set of blanks here shown constitute an invoice or bill, an office record and charge sheet, a stock-keeper's order, a packer's order, an acknowledgment of order, a packer's report, a cost record sheet and a provision for a copy of the packer's report on the back of one of the sheets.

All seven sheets are written at one insertion in the cylinder typewriter (with an extra long carriage) with a sheet of carbon paper between each two successive sheets.

The Invoice is made complete containing the order number, file number, customer's requisition number, date of entering order, when to ship, how to ship, salesman, terms, sold to and (if shipped to a different address) ship to. These items appear on all the subsequent sheets as well. The special instructions for packing and billing are placed at the left above the body of the blank. If two or more orders are to be shipped together "ship with" is filled in by the order number and initial of the class of goods. Any special instructions regarding the manufacture of an article or the filling of the order, which is not desirous of appearing on the invoice is written even with the article at the left, or any lengthy instructions are filled even with the body of the blank.

The perforation at the left of the invoice enables all instructions to reach the proper parties without danger of oversight and yet not reach the purchaser.

When completed the work is reread and checked carefully with a second party and any corrections made. The invoice is fastened by a paper clip to the original order and filed alphabetically in a vertical file. This file contains only orders on hand, copies of which are in the shop. It consists of a closed tray letter size front and 18 inches long with sliding adjustment to hold the papers in position.

The Office Record is a copy of the invoice and differs only in that it is punched at the side to file in the order book numerically with index tabs by hundreds; the folio is added to this form for posting; there are no perforations on this sheet, as all instructions and information whatever that is on the shop orders or invoice should be on the office record.

When the order has been written complete, in separating the forms, the office record is used for all recapitulations. They are added on the adding machine to get the total orders received for the day, a second time by products, and lastly by salesmen. The daily recapitulation sheets are in turn added for a weekly recapitulation sheet and former sheet total added in after the subtotal for the week giving totals for the month to date and for the fiscal year to date of all orders booked, then as to products, and as to how received (salesmen, jobbing or commission). When through with the recapitulation it rests in the order book numerically until shipped.

The Stock-keeper's and Packer's Orders differ in that they are perforated at the right so that all prices and terms may be removed before they reach the shop.

On the back of the stock-keeper's order is another bank form, which will be referred to later.

The Acknowledgment of Order is identi-

COST SHEET

Order No.____ File No._____
Order Dated

Ship When

Via.

Salesman

Ship with this

Sold to

Ship to

	Quantity	No. & Desc.	Dept. Materials	Dept. Labor	Dept. Materials	Dept. Labor	Dept. Materials	Dept. Labor	Total Cost	% Labor and Genl. Exp	% Admin. & Selling Exp	Total Cost and Distribution

Screen Order Instructions

Order No.____ File No._____
Order Dated

Packer's Report.

Ship When

Via.

Salesman

Ship with this

Sold to

Ship to

✓	✓	Crate No.	Contents	Weights

Screen Order Set Instructions

Order No.____ File No._____
Order Dated

Ship When

Acknowledgement of Order

Your Req No._____

KOSTER MANUFACTURING CO.
INDIANAPOLIS

Packer's Order

Screen Order Instructions

Order No.____ File No._____
Order Dated

Ship When

Stock Keeper's Order

Screen Order Instructions

Order No.____ File No._____
Order Dated

Office Record

Screen Order Set Instructions

Order No.____ File No._____
Order Dated

Folio____ Your Req No.____

KOSTER MANUFACTURING CO.

Invoice

Screen Order Set Instructions

Order No.____ File No.
Order Dated

Your Req No.____

KOSTER MANUFACTURING Co.
INDIANAPOLIS, IND.

Ship When

Via

Salesman

Ship with this

Sold to

Shipped to

Terms Invariably
2% 10 days, 30 dys net
f.o.b. Indianapolis Ind.
6% int after maturity

This invoice, when due, is subject to sight draft without notice

	✓	Quantity	Stock No	Finish	Frame or Filled	Color of Filling		Price		Amount		

cal to the invoice and is perforated in the same manner, but where the red ink sentence "This invoice, when due, is subject to sight draft without notice" appears on the invoice the sentence "This is our interpretation of your order as to quantity, quality and terms" appears on the acknowledgment.

The Packer's Report has the heading instructions and "Ship with this" that are above the double ruling on the other sheets. A narrow carbon strip is placed above this and the subsequent sheet reaching to the body of the sheet. A little care must be exercised in placing the narrow carbon strip so it is even at the top edge of the paper and does not extend into the body of the blank.

The last record is made out exactly like the packer's report, the body being left blank for the entries and compiling of the costs.

The stock-keeper's order, packer's order and packer's report are fastened together with a paper clip, and turned over to the shop superintendent. He extracts the packer's order and holds it as a tickler until the packers are ready to crate the same when it is called for. The packer's report is given to the foreman of the packing room. This enables him to know what orders will be expected to be shipped with other orders.

The stock-keeper's order is used by the stock-keeper in filling the order or by the foremen of the various departments or shops alternately in issuing sub-orders. When the order is filled the stock-keeper's order and the packer's order are assembled with the packer's report by the packing and assembly foreman. The packer's report and stock-keeper's order are again fastened together back to back with a carbon over the latter which enables a record of the contents of the various crates to appear on the back of the stock-keeper's order.

The foreman figures the exact size of each crate and gives the number, size and contents separately, thus providing for every article in the shipment.

The billing clerk now completes the routing of the shipment and fastens the desired number of posters to the order which are needed and which he has typewritten in duplicate and hands them over to the head packer.

The goods are checked off of the packer's order and packer's report both as they are placed in the crate, the weights are noted on the report, the report is signed and dated by the packer and the posters are placed on two opposite sides of the crate.

The shop now being through with the orders these three sheets all fastened together are ready to be billed out. The bills of lading are typewritten in triplicate from the packer's report.

The morning of the working day following the packing of all goods the invoice is removed from the waiting file, dated and torn off at the perforation, the office record is removed from the order book and dated. The three shop records are dated and the stock-keeper's order and packer's order (in the same order as stated) are fastened permanently to the customer's original order. By this arrangement lifting the stock-keeper's order displays the copy of the packer's report and the packer's order next to each other which allows easy comparison with each other and with the original order below.

The invoice and packer's report with the bill of lading are sent to the customer. The office record is listed on the adding machine for totals, products, and salesmen in the same manner described above for the orders. Then it is placed in the shipment book by days, arranged alphabetically for easy posting. The two shop orders and all correspondence referring to them and the original order being fastened together as described above are filed in the numerical file in the folder allotted the customer for the period of time under his number.

The cost sheet is not herein treated as it is a subject of its own.

This system enables the office by a cross index to have the complete records of all the operations in the shop as well as the transactions between the customer at hand; it gives the superintendent a chance to know what is being done in the shop; the packing foreman from his copies need not overlook any shipments which are requested to go together; a recapitulation of orders on hand can be made in a very few minutes on the adding machine; uncompleted orders are always available at two places (the original order with all the correspondence being attached to the invoice); reverse posting checks against the daily sales recapitulation and commission and jobbing postings, check against their separate columns on the daily recapitulation.

The Schedule Order System

A SYSTEM WHEREBY IT IS ENDEAVORED TO INTELLIGENTLY LAY OUT BEFOREHAND THE WORK REQUIRED IN A FACTORY FOR THE ENSUING MONTH—THE MATERIAL AND LABOR REQUIRED—SO THAT WORK SHALL BE DELIVERED WHEN PROMISED

By D. C. EGGLESTON, M. E.

THE Schedule Order System is designed for use in factories turning out work such as pipe organs, switchboards and engines on special orders. The aim of this system is to show the exact number of man-hours and amount of material required by the shop to complete work on all orders in time for delivery.

The salesman notes on Schedule A the time when the order must be delivered to the customer. The Schedule Order Department then fills in the percentage of the total time allowed each department for completing its part of the order. The estimated man-hours required by each department, together with the date the order will be received and completed by each foreman follow as illustrated in Form 1. This term man-hour is used to indicate the amount of time one man would require to complete a specified amount of work. In this way the period allowed and the amount of work required in the period is fixed by Schedule A.

Monthly, all orders received are entered on the Combined Man-Hour Schedule which is designed to show the demands that will be made on the shop so the number of employes can be intelligently increased or diminished. This is accomplished by dividing the month into three periods and estimating the combined number of man-hours required by each department to complete its work on time. The difference between the required man-hours and the number available in each department divided by the number of hours one employe works is the surplus or deficiency of operators in the productive departments.

The material required by each department to complete its part of the work on an order is entered on Schedule B, Form 3. This forms the basis for making out the Foreman's Production Order which contains a list of the material he will need to complete his part of the work on the order. In this way a foreman is prevented from drawing out an over-supply of material to cover up losses by carelessness or defective work.

Schedule B is used in posting the Combined Material Schedule, Form 4, one of which is reserved for each kind of material

SCHEDULE B

Material as specified will be required by the following departments to do work on Order No._

PATTERN MAKING DEPARTMENT	
Amount	Specifications
FOUNDRY	
Amount	Specifications
MACHINE SHOP	
Amount	Specifications
ASSEMBLY DEPARTMENT	
Amount	Specifications.

FORM 3.

purchased. This form is a perpetual inventory and is designed to show the amount of material ordered, received and drawn out on shop orders. Reference to Form 4 shows that an order for 5,000 pounds of lump resin was issued on February 9 and received March 10. Afterwards 1,000 pounds were drawn out on Shop Order No. 210, which left a balance of 4,000 pounds in stock. A Combined Apparatus Schedule is used in the same way for apparatus made in the shop to be used for orders.

SCHEDULE A

Order No. 17 must be completed 5/30 1906.

Signed E. Smith
Salesman

Foremen will be allowed time as follows for completing work on above Order No.

DEPARTMENTS	PERCENTAGE OF TOTAL TIME	MAN-HOURS REQUIRED	FROM TO
Pattern Making	20 %	200	2/20 - 3/10
Foundry	15 %	90	3/11 - 3/25
Machine Shop.	55 %	500	3/26 - 5/19
Assembly	10 %	80	5/20 - 5/30
Store			

Signed F. Mathews.
Schedule Chief Clerk

FORM 1.

COMBINED MAN-HOUR SCHEDULE

DEPARTMENTS	MONTHLY PERIODS	REQUIRED MAN-HOURS	STANDARD MAN-HOURS	INCREASE	DECREASE
Pattern Making	2/1 - 2/10	1980	2000		20
	2/11 - 2/20	2000	2000		
	2/21 - 2/29	2015	2000	15	
Foundry					
Machine Shop					
Assembly					
Store					

For Month Ending 2/29 1906.

FORM 2.

COMBINED MATERIAL SCHEDULE

Specifications - Lump Resin

Max Limit 15,000 lbs Min Limit 6,000 lbs

REQUIREMENTS

Date	Amount	Date	Amount	Date	Amount

AMOUNT ORDERED

Date	Order No.	Amount	Date	Order No	Amount
2/9/6	5,000 lbs				

FORM 4—FRONT.

AMOUNT RECEIVED

Date	Order No.	Amount	Total No.	No. Rejected
3/10	O. Ord. 811	5,000 lbs	5,000 lbs	none

THE AMOUNT DRAWN OUT ON SHOP ORDERS

Date	S.O. Number	Amount	Total	Remarks
3/15	SO 2,100	1,000 lbs	1,000 lbs	balance 4,000 lbs

FORM 4—REVERSE.

A Schedule Record Card, Form 5, is issued as a supplement to the Foreman's Production Order and is filed by the foreman in his office. This form is a debit for material received from other departments and a credit for material sent to other foremen. So whenever an inquiry is received at a department a glance at the record shows the amount of receipts and deliveries on an order.

Porters move all material according to instructions on the Destination Ticket which is issued by the foreman's clerk. Form 6 illustrates a ticket made out for moving material from the machine shop to the assembly department. These are written in duplicate and one part is sent to the Shop Tracing Department as a notification that one department has completed a certain amount of work on an order and that it has been sent to another department. If the dates fixed for delivery on Schedule A are not kept, the promise clerk promptly investigates the cause and arrangements are made for pushing the work.

The names of the departments to which Foreman's Production Orders are issued are entered on the Schedule Tracing Sheet. One of these sheets is reserved for each shop order issued and on it is entered the number of parts delivered by one department to another, as shown by the duplicate of the Destination Ticket sent to the Shop Tracing Department. A glance at Form 7 shows that 1,000 parts on Order No. 748 were received by the machine shop, but only 500 have been received by the assembly department. After the order has been completed the Schedule Tracing Sheet is sent to the Shop Cost Department as a voucher for the number of parts delivered on an order.

SCHEDULE RECORD CARD

Order No. ____ ____ Date ____ 1906.

____ ____ Dept Deliver to ____ ____ Dept.

Specifications ____ ____ ____ ____ ____

Operations ____ ____ ____ ____ ____

RECEIPTS		DELIVERIES	
Date	Amount	Date	Amount.

FORM 5.

Order No. 748 **SCHEDULE TRACING SHEET**

Pattern Making			Foundry			Machine Shop			Assembly			Store 10.		
Date	Amt.	Total	Date	Amt.	Total	Date	Amt.	Total	Date	Amt.	Total	Date	Amt.	Total
						1/10/6	1,000	1,000	2/12	500	500			

FORM 7.

MONTHLY OUTLOOK REPORT

For the Months of Feb. Mar. 1906. No. 76.

The orders received and expected indicate that demands will be made on the shop as follows.

Departments.	Man-Hours Required	Man-Hours Available	Increase	Decrease	Mach.-Hours Required	Mach.-Hours Available	Increase	Decrease
Pattern Mak.								
Foundry								
Mach. Shop	2,100	1,800	300		2,100	1,800	300	
Assembly								

NECESSARY INCREASE IN EQUIPMENT.

Departments	Machines.			Floor Space.		Power
	No	Name	Cost	Per Machine	Total Space	Total HP.
Pattern Mak.						
Foundry						
Mach. Shop	1	Milling	$450.	25 sq. ft.	25 sq. ft.	1 HP.
Assembly						

An increase of $450.00 in machine equipment; 25 sq. ft. of floor space; 1 HP. is recommended by the Schedule Order Department.

Signed. E. P. Vale.
Schedule Chief Clerk.

FORM 8.

of getting, are scheduled. The decrease or increase in man-hours is then figured out as in the Combined Man-Hour Schedule for three months. Provision for issuing stock orders can be made in case there is going to be a decrease in the demands on the shop. However, if there is going to be an increase in business provision for an additional number of employes must be made. This also necessitates an increase in the machine equipment, which is found by dividing the increase in machine-hours by the hours one machine can be used. The increase in floor space and power are also noted on the outlook report. Form 8 shows that a milling machine is needed in the machine department. Provided 20 square feet of floor space and one horse power are available, all that is necessary is to issue a purchase requisition for another milling machine. In this way the Monthly Outlook Report forms the basis for extending the floor space, providing more power and increasing the machine equipment of the factory to meet the requirements of a growing business.

DESTINATION TICKET

For *Assembly Dept.*

Order No. *748*

Counted by *H Pratt*

Quantity Good *500*

Entered on Tracing Sheet by *L Sn.*

Date of Delivery *2/12/16*

From *Machine Shop.*

FORM 6.

Any description of the Schedule System is incomplete without referring to the Monthly Outlook Report, which is the basis of all plant extensions. Each month the orders received, those for which bids have been made and which there is a prospect

In a factory which uses this system the shop superintendent is notified several months in advance of the probable demands which will be made on the shop so that there is no excuse for failing to keep promises of delivery. To satisfy the demands of customers for prompt and efficient service, is one of the greatest aids in business building and no system contributes more to this end than the one herein outlined.



The Sixth Floor Elephants

by

EDGAR DAYTON PRICE



"IT'S ruin, ruin!" groaned Goldberg.

"Looks about that way," admitted the secretary.

"How much are we going to be short of paying those notes falling due the first of April?" asked the president, wearily.

"Thirty thousand dollars," said the secretary.

"Thirty thousand dollars!" almost screamed the president of Goldberg's department store. "Mr. Ketcham, we don't owe the banks that sum falling due so soon——"

"Yes, we do, for half of it is acceptances of ours we renewed the first of the year after the poor holiday trade. You were in Florida, and I wrote you about it if you will remember."

"I don't remember," said the president, peevishly. "I am a sick man and my business is going to pieces in the hands of miserable inefficients. You——"

"My money is here, too," said the secretary, flushing. "I think my ruin will be more complete than yours if we go to the wall—it's the weather conditions primarily that have tied us up so; an unexpected warm winter with us loaded to the limit with cold weather goods. Then, Mr. Appleby, our advertising man has been—er—rather deficient in ideas to bring people into the store—I don't know that I could have done any better, but our newspaper advertising hasn't 'pulled.'"

"Go on, go on, explain; all I can understand is that I am ruined—this fine business that I spent 25 years to build up——"

"Appleby is leaving us tomorrow night," said the secretary. "I have been advertising for a bright man to take his place, and if I can get a smart copy writer and stimulate interest in some special marked-down sales—get the goods off the shelves and counters at any price—perhaps—perhaps—"

"I have no faith; you are all miserable inefficients," stormed the president, and flung himself out of the private office where the two officials had been examining the papers showing the store's doleful condition. An hour later word came over the telephone that Mr. Goldberg had taken to his bed.

"I guess it's up to me to sink or swim," said Ketcham at the news. "Mrs. Goldberg owns this fine six-story store, basement and two extensions, so they'll have something to fall back on if we smash. As for me and my $20,000 interest——" he shrugged his shoulders suggestively.

"Er—young man to see you," said the head book-keeper opening the door. "I told him you were engaged, but he said——"

"Show him in," said the secretary. The permission was wasted for the young man was inside and calmly pushing the book-keeper out and closing the door.

"Mr. Ketcham, secretary," said the young man, "I am Harold Barker, 23, American, from New York City, borough of Manhattan——"

"Oh, are you?" said the secretary. "Well, what do you want?"

"That job as advertising man," said Harold, promptly.

"How—how—do you know we want one?" asked the secretary. "We are advertising for a man," he admitted, "but the applications are to be sent to a box number at the different paper offices."

"That don't go with me," said Mr. Barker, with decision. "My way is to get in first and get the job, so I just showed a half-dollar to the office boys down in the Star office promising it to the boy who identified the chap who came for the answers to 'Capable Adwriter.' My coin went quick when your boy with the buttons and 'Goldberg' on his cap came in, and—here I am."

"Excuse me, the messenger boy just brought these," interrupted the book-keeper, opening the door and laying a big bunch of letters on Mr. Ketcham's desk.

"You needn't look at 'em," said Mr. Barker, "just hire me."

The secretary was amused in spite of himself at the easy assurance of the young man before him.

"Just mention your qualifications, if you don't mind," he said.

"I don't write advertisements," premised the visitor.

"Ah, quite a recommendation for the place," said Mr. Ketcham.



23.

"Pooh! you've plenty of clerks who can write newspaper stuff illustrated by the dinky little cuts, but let me ask you if you've got anybody who can fill the newspapers with articles that you don't pay a cent for; articles that will bring the crowds here—jam the outfit from sub-basement to roof——"

The secretary sat up.

"No, we haven't," he said. "Do you think you can?"

"I can," said Mr. Barker, concisely; "no crowds—no pay."

"Suppose you take me into your full confidence," said the secretary, smilingly opening a box of cigars and pulling up a chair. The office force were surprised to hear hearty laughs coming from the private office, some obviously emanating from the glum secretary. An hour passed and the door opened and Harold Barker, American, 23, etc., etc., emerged, followed by the secretary, who introduced the young man to the head book-keeper in due form.

"Mr. Barker is to have charge of the advertising, Mr. Brown," said Mr. Ketcham. "Introduce him to the heads of the departments and see that he has a key to let himself in with after hours and be sure that the watchman understands the arrangement —Mr. Barker is liable to make overtime until he learns the ropes. Also, you will honor Mr. Barker's requisitions for money up to $300, Mr. Brown."

"Yes, sir," said Mr. Brown, and led Mr. Barker away. The newly hired flashed an eagle eye over everything in the commodious building, the large and powerful elevators and the little-used stairs which wound about them from cellar to roof, the wide aisles, the heaped counters and shelves and the idle clerks. He noted a life-sized stuffed elephant in the rug department with interest and was positively delighted when he discovered a crack in one corner of the biggest plate glass window Goldberg's boasted.

"Dead loss," said Mr. Brown, waving his hand at the window. "The insurance was overlooked and of course somebody heaved a stone and now we've got to put in a new plate at our own expense."

"I've a notion to have that elephant put into the window and then dress like an East Indian and heave bricks through the glass—that would be good," said the impulsive Harold. Mr. Brown stared.

"Of course, a real elephant and a real East Indian would be better," said Mr. Barker, noticing.

"Well," said the book-keeper, "four elephants and four East Indians would be four times better—there's an elephant stunt going to be done at the vaudeville next week —the people in this town are weak about elephants—bang! smash! busted window, cascade of elephants! Say, young fellow, do you ever hit the pipe?"

"Oh, by golly! Oh, oh!" said Mr. Barker, smitten with an idea.

"I've got to get back to my work," grumbled the head book-keeper disgustedly. "Say, you're a peach to have charge of a department store advertising, but if Mr. Ketcham can stand you I can. Good day."

"Oh, wow!" said Mr. Barker, who seemed pleased with himself. "Won't I be after those 300 bones in the morning, all right?" he shouted after the retreating Mr. Brown. He was as good as his word and after a long confab with Mr. Ketcham and an all-afternoon session in the bowels of the

building in the company of the engineer, a smart young Irishman by the name of Delaney, he had the stuffed elephant moved into the show window and then disappeared.

The down town streets blazed with electric lights and as the hour of eight approached they filled with people on pleasure bent, hurrying to the different theaters and other places of amusement. A keen wind sent clouds of snow scurrying—snow that was due in January and February now coming down in March—to the joy of those who felt they had been cheated of their winter.

There was a pause in the hurry and bustle as around the corner of the street leading from the union freight yards came a procession of shuffling, whining elephants on their way to the vaudeville show. The creatures were wrapped to the tips of their snouts, but were evidently cold and uncomfortable, breaking into trumpetings as their mahouts jabbed them with the barbed elephant goads. Following them came the ubiquitous small boy in crowds, older people stepped to the curb to gaze, trolley cars slowed up, congesting traffic, and frightened horses reared and ran at sight of the mountains of flesh.

The stuffed elephant in the Goldberg department store window looked cosy and comfortable by comparison. It stood embowered in palms and tropical green, howdah on back and trunk thrown up either to trumpet defiance or catch peanuts, and the sight of it to the cold-footed live creatures in the street was gall and wormwood. There was a halt in the march and a scattering in the crowd following, at the shrill and angry trumpetings. The mahouts goaded and struck in vain—lithe snouts were feeling about for missiles—like one elephant the creatures charged at the Goldberg window—crash!—crash!—rip! — jingle! jingle!

The broken glass tinkled leaving a great opening through which charged the attacking elephants. In an instant the stuffed imitation was undergoing a rending and tearing and the palms and vegetation being trampled underfoot. The Goldberg watchman came racing from the basement from a confab with Delaney, the engineer, who was making some repairs. He went white at the sight of the bulky forms rioting in the windows and tottered to the office, where he managed to turn in a fire and police call. The sight of the elephants leaving the windows in his direction gave his feet wings and he broke through the crowd outside and disappeared. The big creatures pad-padded about the department store, pulling down the piled goods with



THE CREATURES CHARGED AT THE GOLDBERG WINDOW.

their trunks, regardless of the despairing mahouts who shrieked shrill commands in vain. Then, to add to the confusion, every light in the building went out.

Fire apparatus and police patrols came rattling up and the men piled into the Goldberg store only to pile out again at the uncanny trumpeting of the elephants happy in the warm atmosphere and busy at destruction. A cordon was formed outside and no one allowed to put foot inside—a most unnecessary precaution. The Goldberg department store was left a new and



"THEY'RE UP THERE, SURE ENOUGH!"

charming jungle for the performing elephants until daylight should come and their keepers restore them to reason. The keen wind blew and the snow fell and gradually the crowd departed, leaving the official watchers and the newspaper reporters. Slowly the hours dragged by until the tardy daylight came and with daylight came a surprise—the elephants had disappeared!

Goldberg's opened for business as usual with the arrival of the curious clerks who had read the events of the night as "scare-headed" in the morning papers. Mr. Harold Barker came early, looking rather careworn as a man might who had slept badly or not at all. He jumped as he saw the tumbled goods on the main floor.

"Fine! fine!" he said. "Everybody get a hustle on and take account of the damage and we will have an elephant damage sale!" Mr. Ketcham, who had just bounced in, newspaper in hand, took fire in a minute.

"The very thing," he laughed. "I guess very few people have ever had the chance of attending that kind of a sale, so mark the tumbled goods down 50 per cent—what's that?"

An elevator cage was coming down the shaft on the top speed. It stopped at the main floor and spilled a shrieking bunch of employes from the sixth floor—the stock floor where goods were opened.

"The elephants! the elephants!" they howled.

"Be quiet! What do you mean?" said the secretary, authoritatively.

"They're up on the top floor!"

"Nonsense!—how could they get there?" asked Ketcham, severely.

"We don't know—but—but——"

"Somebody go up and investigate," said the secretary. A cage load of volunteers got together, mostly newspaper reporters,

and shot upwards. Twenty minutes later the cage came down and the reporters dashed for their respective newspapers.

"They're up there, sure enough," they said, "all four!"

It was a great mystery. The stairs were out of the question being too narrow for the bulky creatures. It was silly to suppose they had taken the elevators, yet, there they were, good as kittens now, roaring petitions for breakfast. Their mahouts were with them, but the turbaned East Indians could not explain, making vague flying motions with their hands and obviously frightened.

The situation was further complicated by the vaudeville people who owned the elephants walking in and demanding their property.

"Go up and get 'em," said the secretary.

"You fetch 'em down!" said the vaudeville people.

There was no fetching them down unless the beasts were dropped down the elevator shafts. Meanwhile bales of hay were lugged in and shot to the sixth floor, where the hungry trumpeting speedily stopped as the visitors got to work.

The newspapers were full of the mystery and the talk of the town was of Goldberg's and the elephants on the sixth floor. The boarded-up window was the mecca of thousands of sight-seers, and as the news got out that the elephants were now on their best behavior and were to give free exhibitions every two hours by special arrangement with their owners, the department store was thronged. People who came to enjoy a free performance found that they could go up on the elevators but must come down by the stairs, thus acquainting themselves with the different Goldberg departments.

A reward was offered for a correct answer to the question, "How did they get up there?" Whole pages were taken in every paper in town setting forth Goldberg bargains which the curious visitors swarming over the establishment grabbed with both hands. The winter spell gave a brisk impetus to the sale of the winter stocks, and extra cashiers had to be taken on to handle the money which rolled in on the fortunate department store with the elephants on the sixth floor. Incidentally, business was woefully dull in every other department store in town.

The performing elephants remained for several days when their owners made peremptory demands for their return and threatened suit for damages for stopping the performances. Stocks were low now and there was need for a general overhauling for the spring trade, so one morning the elephants were discovered missing, turning up at a town a hundred miles away to do their regular vaudeville stunt. There were no explanations and the Indian mahouts vaguely waved their arms when questioned as to the flight to earth.

"Mr. Barker, you're a wonder!" said the secretary of the Goldberg department store on the first of April. "We've made more money in the last 15 days than we took in in the two months before, and I don't mind telling you that it has pulled us out of a financial hole. Mr. Goldberg has authorized me to hand you this $500 over and above your salary, and—do you mind giving me the details now—I know I promised not to ask."

"Why, certainly," smiled Mr. Barker, pocketing the money. "You'd never suspect it, but the head mahout is an Irishman and he worked with me and Mr. Delaney to admiration. The mahouts egged on the elephants to heave bricks at the stuffed brother in the window and then to go in and rip him up. We had some ship's slings made of 10-ply canvas, copper-riveted and reinforced to the limit. You know these particular elephants were fresh from Europe and they had been slung onto lighters and then into steamships and off again till slinging was second nature. Delaney had unhooked one elevator cage and fixed a gangway of two-inch planks doubled, and we simply elevated the four of 'em, the mahouts riding up behind their ears and sticking 'em good and plenty with the goads to keep 'em occupied. It was all done quick and without a hitch."

"Bravo!" laughed Mr. Ketcham. "The newspapers are worrying yet as to how it was done."

Moving Slow Collections

THE PECULIAR TARDINESS OF RICH PEOPLE IN PAYING THEIR ACCOUNTS—THE VALUE OF FRIENDLY CORRESPONDENCE AND THE WEAKNESS OF ARBITRARY DEMANDS

By S. LUDLOW, Jr.

President, Howard, Holles & Hewson, Inc., of New York City

PERHAPS there is no branch of a business which requires a more keen knowledge and appreciation of human idiosyncrasies than the collection department. The credit man must be relied upon mainly for protection against misalliances in trade, but unfortunately he will occasionally display human short-comings and err. When credit has been improperly extended and collections are slow to move, the brain of the business man is taxed to its utmost to devise ways and means whereby delinquent debtors may be quickly but gently brought to realize their duty.

Business of today is being largely conducted upon a credit basis. There are few successful houses that do not show a proportionately large line of book accounts receivable. That an element of doubt exists at all times as to the ability to realize upon this important asset, cannot be denied. A careful banker's analysis of a statement, in anticipation of extending credit, will almost invariably give rise to the question, "How much of your book accounts are good?" No one has yet been able to define the true meaning of what is termed "an ordinary business risk." That some losses must be sustained if business is to be extended is generally conceded. That some houses have more than their share of losses is well known; that many failures to realize upon book accounts are due to improper organization and harsh methods is beyond doubt.

Credit extended upon the strength of antiquated credit information is accountable for many failures to realize upon goods sold. Over confidence based upon past performances is accountable for a fair proportion of losses. Improper and untimely pressure at a critical period, however, contributes very largely to the amounts carried each year to that well stocked mortuary, Profit and Loss.

The latter weakness is one, therefore, which should receive some careful consideration. The business man should aim, above all things, to thoroughly familiarize himself with the personal attributes of his customers. Personal contact when the milk of human kindness is manifest will ofttimes do more to obviate business losses than any other combination of human devices. When payments are slow, the conditions affecting the accounts involved should be carefully analyzed and each individual case studied with regard to the personal characteristics of the delinquent. In any event, unpleasant correspondence should be tabooed. If there is any one thing which will provoke antagonism in a man it is to receive a request to remit couched in arbitrary terms. It is undeniably annoying to see book accounts carried from month to month unsettled for and statements ignored. The tendency to become mistrustful of the motives of a slow paying customer is natural, but summary action should be slow. Due consideration should be given to the characteristics of the delinquent. If he has been a good customer of the house for many years, with a reputation for prompt payments, his failure to settle at a given time is in many cases due to conditions which you yourself may improve by a display of kindly interest and advice. No opportunity should be lost to acquire the confidence of those upon whom you must look from time to time as business debtors. The display of good, warm red blood when a business alliance is affected and made apparent in all subsequent dealings between customer and trademan, will go a great way to solve the trying problems as they arise. If this be the policy adhered to, you are in a position, through personal correspondence or interviews, to acquire confidential confessions which will quite often permit of self-preservation without injury to the embarrassed

dealer or loss of his subsequent patronage or esteem.

Generally speaking, there is no class of customers more slow in the settlement of their personal obligations than the rich man or woman. Their luxurious indulgences ofttimes create book accounts of a proportion sufficient to embarrass those whom they seek to patronize. Their comfortable estate engenders careless disregard of the pecuniary necessities of the tradesman. They seem to feel that their patronage is of sufficient value in itself to discharge the debt, regardless of the money involved. The financial obligation incurred is realized and there is in most cases no intention to default, but with the former thought uppermost in their minds they do not hasten to discharge the debt. Unfortunately, this otherwise desirable class of customers are perhaps more sensitive on the subject of their credit standing than many others. The slightest manifestation of doubt as to their intention or ability to pay will ofttimes put them on the aggressive. The influences of wealth are subtle, but none the less pronounced, and care must be exercised at all times when asking such class of customers for an accounting, if their influence and support would be retained However, it is upon the methods employed in each individual case that the failure or success in collecting long standing accounts will rest. At no time should there be a display of doubt as to a customer's ability or willingness to discharge the debt, whatever may be his sphere of life, if cash returns are sought. A properly worded appeal to a person's sense of justice will ofttimes prove successful when other methods suffer defeats. Systematic correspondence of a friendly character, constructed to have its effect upon some vulnerable weakness in a personality, will in many cases bring satisfactory results and incidentally cement friendships more closely than ever. A confession of weakness on the part of a creditor is but another means to the desired end. A debtor, with the means to procure the desired amount, will generally discharge his obligation when it is hinted that the solvency of his creditor depends upon his liberality, when, on the other hand, a demand for immediate payment on a please remit would fail ignominiously.

No system of collections should be allowed which is based upon threat or blackmail. It is through such methods that slow debts are made permanent losses. A properly organized collection department will pay for itself many times, not alone in the collection of slow debts, but in the retention of custom; the methods, however, must be clean, systematic and insure quick returns.

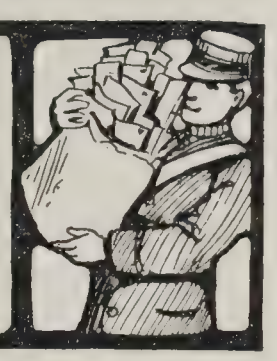
Laugh a Little Bit

Here's a motto just your fit—
Laugh a little bit.
When you think you're trouble hit,
Laugh a little bit.
Look misfortune in the face,
Brave the beldam's rude grimace;
Ten to one 'twill yield its place,
If you have the wit and grit
Just to laugh a little bit.
Cherish this as sacred writ—
Laugh a little bit.
Keep it with you, sample it,
Laugh a little bit.
Little ills will sure betide you,
Fortune may not sit beside you,
Men may mock and fame deride you,
But you'll mind them not a whit
If you laugh a little bit.

—American Hay, Flour and Feed Journal.



The Team-Work of Advertising



"BUSY, McCoy?"

The speaker, Robt. T. Monroe, stands in the half opened door, smiling down upon his erstwhile college chum, who sits in the leather-cushioned chair at the big rolled-top in the office marked "Private."

"Come in, Bob," answered McCoy heartily. "Busy? Well, never too busy to talk with an old friend, and, anyway, I've got the main batch of this off, and my mind is pretty easy for a while. How are things going?"

"Rotten!"

"What's wrong with you now?"



"Oh, it's my advertising," Monroe replied. "I don't seem to be able to make it work at all. We've tried all kinds, but I can't see any results, or none worth speaking of. I sent out a batch of circulars about three weeks ago, and another bunch went out a month before that but it didn't amount to a row of ripples to a storm-tossed ship."

"Send out many?"

"Many! I keep the office boy busy at it all the time, but I've given it up at last. Unless you can tell me something, I've about come to the conclusion that I'll have to let this broker business go up the flue, and start in something else."

McCoy leaned forward in his chair, drew from out a bottom drawer of his desk a box, passed it up to Monroe, and when their cigars were lighted, again leaned well back in his chair, rested his feet on the desk, and spoke:

"So you've come around for advice? I'm afraid you won't get much good out of me, because lumber and machinery don't just run in the same class, but I can tell you how we have made a paying investment of the money we put into our publicity fund. Now, in the first place, there are the trade journals——"

"Oh, of course," interrupted Bob, "the papers are all right in their way, and I've always had good space in them, and they do give results, but yet there is something more, something to put a man in closer touch——"

"Exactly," interrupted McCoy in his turn, "there is something more, and that's what I am coming to. Now, everything about a man's business is to a certain extent advertising, especially so are the letters he writes. The style of stationery, the letter head, the neatness of the stenographer's work, the make-up of the letter, all are factors of importance to a marked degree. Let your advertising start right from your office desk and use lots of brain-oil, not only on the big full page ads, but on the style of lettering on your office door, and every little detail. It counts, Bobby mine. Now, the trade journals, as you know, make up the backbone of the whole system of advertising. The man who economizes on this,—well, he may succeed, but I am rather of the opinion that the day of miracles has passed, as well as the day of the non-advertising business man. Trade journal advertising has two ends in view, namely, it introduces one to the trade and is afterwards a con-

tinual reminder. In many lines there doubtless are direct results obtained from this manner of advertising, but in mine it amounts to but little. It is to circular advertising that I attribute what little success I may have had."

Here the office boy entered with a small yellow envelope. Glancing at it a moment, McCoy reached for a telegraph blank, wrote the words: "O. K. Order entered 20 cars conditions ours 19th."

"I wish you would give me some of your personal experience," Bobby said.

"Right from the stump to the consumer? Well, it's not a long story to tell. In the first place, those trade journals were to be considered, and I considered them well. As you remember, I started in with one little



mill, and I stuck in a photo of some part of that plant up in the corner of every ad I sent out. That helped."

Bobby nodded.

"When the ads were on the way to the papers—for I did that the very first thing—I began the study of the right kind of stationery, and I got nice material throughout, this same dark orange I'm using now, with a cut of our specialty on every scrap of paper that left the office. Then it was time to get at people through the mail. Before the ads appeared twice, I had in the mails circulars made by the stenographer on a machine, and right here, old man, let me say that I believe that machine is as essential to my office as my typewriter or filing cabinet."

"We send out printed stuff," said Bobby, "and it looks so much like typewritten letters that I can't tell the difference myself."

"I guess it's good stuff, all right," answered McCoy, "but we have never had any complaint to make with the old way, and it certainly has helped. The first sheet I sent out was a letter, quoting prices on all ordinary sizes, made on our letter head, but with no reference to the superiority of our stocks. The prices were identical with those made by every mill on the coast, but they were run out in the form of a personal letter, and the prices were made F. O. B. their rate, and whereas many lists would be little more than glanced at, in many cases I know that our letter lists were kept convenient for reference. Then I argued that these letters would tempt them to refer to other quotations they might have, and while I felt sure the prices would practically be the same, still this caused them to give our list particular attention, and impress upon them the name of the Big Bend Lumber & Shingle Co. And that helped some."

Bobby nodded.

"After these list-letters had been out about two weeks, I sent out a batch of return postals, asking them if they had received our letter of the date shown on the circular, and asking them to kindly let us know if they were in need of anything, and two or three other questions. On the card that was to be returned to us, I asked several questions, leaving blanks for the reply, questions as to whether they needed any of this, or any of that, or when they would need any stocks, and so on. Well, the replies came fast enough from these, and from the two different batches we received 25 per cent replies, including of course the return postals, the other 75 per cent went——"

And McCoy finished the sentence by flicking the ashes from his cigar in the wire-woven basket beneath his desk. After a pause he continued:

"On a large per cent of the cards we did receive, the answers to our questions were negative throughout, but we answered them all with a personal letter, inclosing our circular lists, calling special attention to any stocks that they may have specified as being interested in on the return cards. Now, I am quoting you figures, facts, Bobby, and I am not giving you any 'How-to-win-success' talk. From eight per cent of the cards we sent out we received orders, and inside of three months after I first sent out my ads to the trade journal, I had to hus-

tle out and find a couple more mills to cut exclusively for us, and then I had more orders than I could well handle. That is the way I got my first good, healthy start. Of course, my space in the trade journals had been seen, the name of my firm was not unknown to any of them, but that final postal card was what landed the direct results, started the regular correspondence, and among my very best customers today are those I met through the medium of the two-cent card. From the lists sent out I don't believe I received a single inquiry, and it was not until I had personally answered the postals that the genuine results began to show, but after that it was easy sailing, and so from a little 20 M capacity saw mill, with one little upright shingle saw, which I bought from a man who was on the point of traveling up the briny riverlet, I have gradually grown——"

"Into one of the largest saw mill companies in this Great Northwest."

"Thank you," answered McCoy, as he turned to answer the phone.



Bond Records of a Trust Company

IT IS BECOMING QUITE CUSTOMARY FOR LARGE INDUSTRIAL, OR PUBLIC UTILITY, CORPORATIONS TO ADD TO THEIR WORKING CAPITAL BY THE SALE OF BONDS, REDEEMABLE AT 5, 10, OR PERHAPS 20 YEARS FROM DATE OF ISSUE. THE SALE OF THESE BONDS IS SOMETIMES CONFIDED TO THE CHARGE OF A TRUST COMPANY WHICH RECEIVES A CERTAIN COMMISSION ON SALES AS ITS REMUNERATION. THE FOLLOWING ARTICLE DESCRIBES AND ILLUSTRATES THE RECORDS TRUST COMPANIES FIND IT NECESSARY TO KEEP

IN the handling of a trust in which the company acts as trustee under a bond issue, the first entries are made, as already stated, in the Trust Register, such entries giving an outline of the provisions contained in the deed of trust. The next entries that need to be made are in the Tickler—memoranda of interest periods, due dates of the bonds, sinking fund payments, date of record of chattel mortgages, if any, and memoranda of miscellaneous provisions to be attended to periodically. When the bonds are engraved and duly signed by the proper officers of the company issuing them they are turned over to the trust company which acts as trustee, and record of their receipt is then made in the Bond Register, a form of which is shown in Figs. 1 and 2. At the top of the first page (Fig. 1) is given certain general information regarding the bond issue. Under the heading "Bonds Received," a record is made of the bonds turned over to the trustee. As the bonds are authenticated by the trustee and delivered on order of the issuing company, record of such deliveries is made under the heading "Bonds Delivered;" and the last column on the page shows the total number of bonds outstanding, at any time.

Bond Register Trust No. 700

Underlying Bonds of The Inter Urban Traction Company

Title The Electric Railway & Light Company — Title The Monroe Electric Railway Company

First Mortgage 5% Gold Bonds. Due Mch. 1st 1909 — First Mortgage 6% Gold Bonds. Due July 1st 1915

The City Trust Company Trustee. — The Union Trust Company Trustee.

Nos. 1 To 800 £100 Each. Total Issue £80,000 — Nos. 1 To 250 £200 Each. Total Issue £50000

The Cleveland Trust Company — Sheet No. 1 From 9/1/05 To

Bonds Retired				Bonds Outstanding	Bonds Retired				Bonds Outstanding
Date	Numbers From	Numbers To	Amount		Date	Numbers From	Numbers To	Amount	
				80,000					50,000

FORM 1.

Bond Register Trust No. 700

Title The Inter Urban Traction Company — Total Issue $2,000,000 00

Cons. Mortgage 5% Gold Bond. Due Sept. 1st 1925 — Interest Payable Mch. & Sept. 1st

The Cleveland Trust Company — Sheet No. 1 From 9/1/05 To

Bonds Received						Bonds Delivered						Bonds Outstanding
Date	Numbers From	Numbers To	Denomination	Amount		Date	Numbers From	Numbers To	Denomination	Authenticated By	Amount	
9 1 04	1	2000	$1 000	$2000 000		9 1 04	651	1000	$1 000	John Smith - Pres	$350 000	$350 000
						4	1001	1500	1 000	do	500 000	850 000
						5	1501	1600	1 000	do	100 000	950 000
						6	1601	1700	1 000	do	100 000	1050 000
						9	1701	1850	1 000	do	150 000	1200 000
						12	1851	1900	1 000	do	50 000	1250 000
						14	1901	2000	1 000	do	100 000	1350 000
												1340 000

Bonds Retired					
Date	Numbers From	Numbers To	Denomination	Amount	
9 1 04	650	660	$1 000	$ 10 000	

FORM 2.

Tennesee Traction Co. — Nashville, Tenn.

First Mortgage 5% Gold Bonds — Jan. and July coupons.

Bonds Certified									Bonds Received			
Date	Certified by	Numbers	Amount	Date	Certified by	Numbers	Amount		Date	Numbers	Amount	Denomination
1902 Aug. 15	President	1 to 500	500 000						1902 Aug. 1	1 to 1000	1 000 000	1000 00
" 20		501 to 1000	500 000									

Bonds Delivered							
Coupons Attached	Date		On Whose Order	To Whom Delivered	Numbers	Amount	Denomination
Jan 1903	Sept.	1	Board of Directors	John Doe Treasurer	1 to 500	500 000	1000
do.	"	30	do.	C. Smith	501 to 1000	500 000	1000

FORM 3.

When, in the course of time, any of the bonds are retired, record is made under the heading "Bonds Retired," and the amount of bonds retired is deducted from the last balance shown in the column headed "Bonds Outstanding." Thus, in Fig. 1 prior to the retirement of $10,000 bonds on September 1, 1905, the balance of bonds outstanding is shown to be $1,350,000. By the retirement of the $10,000 bonds, the total outstanding is reduced to $1,340,000. This record provides the data from which may be learned the serial numbers and denominations of all bonds outstanding at any time and of the bonds remaining unauthenticated in the hands of the trustee. At the left-hand lower corner of the page (not shown in the figure), space is provided for

Trust Deeds
No. 700 The Inter Urban Traction Company First Mortgage 5% Gold Bonds

Amount $ 2,000,000 00
40 Coupons attached to each bond of $ 25 00 each
Indenture dated 19
Indenture executed by principal 19
Bonds due $ 19
$ 19
$ 19
40 Coupons of $ 25 00 each attached, and numbered from one to 40 inclusive

Coupons payable Apl. 1 and Oct 1
at office of Blank Trust Company, N Y
Principal and interest payable in gold coin
for Sinking Fund provisions, see page 30 of Mortgage
Mortgage recorded in the County of Dester
City of Mann State of N Y.
in book of Mortgage at Page at
M. o'clock

Mortgage Covers

Bonds Received			Bonds Certified								
Date	Numbers	Amount	Date	Certified By	Numbers	Amount	Date	Certified By	Numbers	Amount	
9/1/04	1 to 2000	2,000,000	9/1/04	J A	1 to 500	500,000					
			9/4/04	J A.	501 to 800	300,000					
			9/5/04	M N.	801 to 1000	200,000					

Date		Whose Order	Delivered to	Coupon	Numbers	Amount	
9/1	04	Board Directors	S M. Smith, Treas	1	1 to 500	500	000
9/6.	04	do	do	1	501 to 1000	500	000

FORM 4.

the record of bonds cremated, if any. The advisability of cremating (or burning) retired bonds under any circumstances is a matter of dispute. If done at all, it is done in the presence of officers of the issuing company and of the trustee company, all of whom sign in duplicate a "Cremation Certificate," their signatures being duly witnessed. The Cremation Certificate reads as follows: "This is to certify that we, the undersigned, have this day, in the presence of each other, destroyed the following described securities by burning the same to ashes, viz." Thereafter follows a detailed description of the securities burned.

It often happens that there are other bonds underlying a given issue of bonds, and in this form of Bond Register the reverse side of the leaf, shown in Fig. 2 is arranged for the records of the underlying bonds, if any. The entries show that at the time of the issue of the $2,000,000 bonds of the Inter-Urban Traction Company there were outstanding two series of underlying bonds, amounting to $400,000 and $250,000, respectively. As these underlying bonds are retired, record is made in the spaces shown. This book is made on the loose leaf plan.

Fig. 3 shows another form of Bond Register, used by an eastern company. The

100
BONDS
of the
Inter-urban Traction Company
Nos. 201 To 300 inclusive

Signature O.K. R.M.S.
Seal O.K. R.M.S.
Numbers O.K. R.M.S.
Certificate O.K. A.K.R.
Count O.K. A.K.R.

FORM 5.

chief difference between this and the form shown in Fig. 1, is that in this form provision is made for the record of bonds certified, in addition to the record of bonds delivered. This form could be improved by the addition of a column showing the amount of bonds outstanding, although

REQUISITION FOR BONDS

Chicago, Ill., 3/11 1905

To the
Blank TRUST COMPANY OF Chicago Trustee.
Please authenticate under the 1st Mortgage of this Company, dated Sept. 1 — 1905, 1000 Bonds $1000 00 each, Nos. 1 To 1000 inclusive, bearing coupons due Mch. 1, 1906 and subsequent thereto, and deliver the same to the order of John Napolean, Treas.

The Inter-urban Traction Co.

$1,000,000 00

By G W. Washington
President.

FORM 6.

RECEIVED New York, Sept 1 1904, from the BOWLING GREEN TRUST CO, New York, Trustee, 500 Bonds of The Inter-Urban Traction Company $1000 00 each Nos 1 to 500 inclusive, duly authenticated by said Trust Company as Trustee, under the First Mortgage of said Company, dated July 1, 1904 Coupon No. 1 of Jan 1, 1905 and subsequent thereto attached

The Inter-Urban Traction Co.

$500,000 00

By John Doe
President

FORM 7.

REGISTERED BONDS OF
The Inter-Urban Traction Company
Trust No. 329

Date of Registry	No of Bond	Denomination	Name	Remarks	Date of Registry	No of Bond	Denomination	Name	Remarks
Mch 3 1904	417	$1,000	James M Smith 493 Broadway N Y						

FORM 8.

The Inter-Urban Traction Co Trust No 329

Name John J Jones
Address 1604 Twentieth St.

Registered as to Principal Card No. 1
Denomination of Bonds $1,000 00

Date	Bonds Transferred		Date	Bonds Registered		Balance
	Transferred To	Bond Nos.		Transferred From	Bond Nos.	
8/29/05	Wm. Smith	100	9/25/03	Bearer	100	$ 1000
			3/20/04	John Doe	50	2000
						1000

FORM 9.

such balance may of course be figured from the data given. This form is made up in a permanently bound book, and the opposite folio, which has a simple record journal ruling is used for memoranda of bonds retired and of any other matters of importance affecting the account. The same form may of course be adapted to use in a loose leaf binder.

Fig. 4 shows a form of Bond Register which includes space for an abstract of the trust deed under which the bonds are issued. With some slight changes in the wording at the left of the page, this is the form given in the Book of Forms issued by the Trust Company Section of the American Bankers' Association. At the bottom of the page (not shown in the figure), pro-

With a Standard Adding Machine You Can Take Off Your Trial Balance In Less Than Half the Usual Time



Prove this at Our Expense

Don't believe this, do you?
Well, read what Mr. Suydam says:

TOLEDO, OHIO.

STANDARD ADDING MACHINE CO., St. Louis, Mo.

Gentlemen:—Our book-keepers started their different trial balances Saturday noon, and, by half past five, all balances were O. K.'d and filed away. These balancess generally take from three to five days, and the Standard does it for them in half a day. We consider this exceptional, considering that they are not accustomed to the machine. We have concluded that the machine has even more merit than you claim for it.

Enclosed please find check in payment for same. This is the best investment we have made for some time.

Yours truly, MILBURN WAGON COMPANY,
H. W. SUYDAM, Secretary.

But, we don't ask you to take anyone's say-so—not even our own—without proof.

All we ask is a chance to prove our claims at our own expense.

See the blank below?
Fill it out and mail it to us today.
As soon as we receive it we will send you a Standard Adding Machine, all charges prepaid.

Take off your trial balance with it.

Use it for listing and adding—all your accounting.
See for yourself what it will do.
Then, if you aren't satisfied—if you aren't thoroughly convinced that the machine will save more than enough time, worry and expense to pay its cost twice over—send it back.
You needn't pay us a penny.
You won't owe us anything.
The use you have had of the machine will be FREE.

This is what we mean by a FREE Trial of the Standard Adding Machine.

You get the proof, in your own office, with YOUR OWN WORK, or you needn't buy.

"The Standard" is the best adding machine made, because—

—in the first place, it prints all the figures in plain sight, so you can read them at a glance. This prevents mistakes.

—then there are only two rows of keys and one figure of a kind, so it isn't likely you will get mixed up putting down your amounts.

—and finally, it is not a big, heavy, clumsy machine. You don't need a truck to move it.

Your office boy can carry it from place to place and you can use it on top of a desk, on a table, or in any convenient niche, for it is small, compact and simple in construction; which means—it can be worked easier and faster than any other adding machine made.

Your book-keeper's time is too valuable to be spent doing machine work.

Send for a Standard Adding Machine to test at once. Let it begin saving for you as quickly as possible.

The Standard costs less—by about half—than any other adding machine made.

We have many branches and can deliver a machine to you promptly, at slight expense to ourselves—so don't hesitate to take us up on this.

If you won't be persuaded, at least write for our testimonial book. It tells how other people use this machine—how they save time, and labor, and money with it—and you may learn from it how you can effect a big saving in your own business.

We say—"at least, do yourself the justice of finding out about this."

Your name and address on a post-card mailed to us today gets you the Testimonial Book by return mail, postpaid. Write for it now.

What others are doing, you may do.

We Want Men

Are you the kind of man that can earn from $1800.00 to $5000.00 a year salary?

If so, we want to hear from you. Our rapidly developing business demands the services of men who can follow up leads—turn prospects into customers—cover territory—handle other men—and become District Manager.

If you can qualify, write us today. Tell all about yourself, your experience and how you are now employed.

FREE Trial Blank

I am willing to test a Standard Adding Machine at your expense and risk.
You may deliver one to me on your FREE Trial Offer.
Also send me your Testimonial Book.

Name .....

Business .....

Address .....

3702

The Standard Adding Machine Co.

3702 Spring Avenue, St. Louis, Mo.

Please mention The Business Man's Magazine when writing to advertisers.

vision is made for a record of the names of the officers who executed the deed of trust for the mortgagor company and for the trust company, and for the date when all bonds are reported redeemed. The right half of the page calls for about the same information as that called for in Fig. 3.

Before certifying and delivering bonds, the trust company must, of course, be certain that everything necessary has been attended to. A convenient way of handling the work is to have the bonds done up in packages, and a card like that shown in Fig. 5 attached to each package. Before the package is tied up, trusted clerks examine the bonds for particular features and certify to their correctness by placing their initials on the card as shown in the figure. Thus, "R. M. S." has satisfied himself by examination of the bonds that the signature of the proper officer of the corporation and the seal of the corporation appear on each bond, and that the bonds and coupons are consecutively numbered as stated on the card. "A. K. R." has examined the bonds and found that the certificate of the trust company as trustee has been signed on each bond and that the count of 100 bonds in the package is correct.

Some companies have a blank requisition for bonds, which the corporation issuing the bonds is expected to fill out and hand to the trust company when it desires some of its bonds authenticated and delivered. A form for such a requisition is shown in Fig. 6. This matter is, however, often attended to by letter or even by telephone, and in any event, the bonds are, of course, delivered in accordance with the provisions of the deed of trust. When the bonds are delivered the trust company takes a receipt for them in a form like that shown in Fig. 7.

With reference to the matter of the payee, bonds are either registered or coupon bonds. Registered bonds, strictly so-called, are rarely issued in this country, except by the national government. Coupon bonds, both principal and interest, are payable to bearer; but provision is usually made for the registering of such bonds as to principal or interest, or both, at the option of the holder. The trust company, acting as trustee under bond issues, must therefore keep a Record of Bonds Registered, a common form of which is shown in Fig. 8. Other forms of this record provide a separate column for the address of the payee, and some provide a column for the name of the officer of the trust company by whom the bonds were registered. If the bonds are registered bonds, the bond numbers should appear in the record in consecutive order; but if coupon bonds, only a few of which may be registered, such order is not important. The book should be made on the loose leaf plan, to avoid waste of space where only a few bonds of a given issue are registered.

Fig. 9 represents a card form for a Record of Bonds registered. The cards are kept in a case, an index card for each corporation whose bonds are registered being provided. After the index card are inserted the individual cards in alphabetical order of the names of the holders. This form has the advantages of showing both the transferrer and the transferee of the bonds.—*The Banker's Magazine.*

A FEW HINTS FOR PERCY, The New Office Boy

1. Dont think your it You might be mistaken
2. Dont Bum. it dont pay.
3. Dont Refuse to Run Errands. thats no good
4. Dont Fool 'Round the Building, or You'll go like the Rest of o
5. Dont be late Someone will see you sneak in Howes
6. Dont think your Services Are better than anyone else
7. Dont look at the clock.
8. Dont Eat Your lunch too fast.

By our late Office Boy.



Overworked

That's the way

COFFEE

WORKS THE HEART.

Look out for it.

Run after a car or run up stairs and see whether your heart is weak or not.

If it flutters weakly, look out!

You need a strong heart in your business. Try quitting coffee if it weakens the heart action or breaks down your nervous strength in any way.

It's easy if you have well-made

POSTUM

and **"There's a Reason."**

Postum Cereal Co., Ltd., Battle Creek, Mich., U. S. A.



Facts Concerning Factory Management

By CHAS. B. COOK

ARTICLE NO. 6

IN a modern and progressive factory office, or in any office in fact, it is absolutely essential to keep one's desk clear of accumulative papers, and if it is necessary to hold papers over, to place them in a date file that calls for disposition of same on the date under which they are filed. The writer approves very strongly of, has always recommended, and sometimes installed flat top desks. Their installation has proved that the work becomes of a higher order than under the roll top regime—no pigeon holes handy to slip in papers that called for immediate action of some sort, and then forgetting them; no slamming down the desk each night and leaving it in a very untidy condition; no hunting through a pile of papers for something awaiting immediate action, but every evening at quitting time each desk is cleared of all papers, and the result is apparent each morning when all commence with clean desks and work that is up-to-date.

Do not have clerks running across the office after records they are continually working on; have all the records possible at hand for each one, thus securing quicker results. One concern known to the writer has on each flat top desk a cabinet or cabinets, each drawer in same being of the necessary size for the forms contained therein, upon which forms one of the duties of the clerk at that desk is to record certain conditions of the factory. Have the material handy for the clerks, let each division of the work as far as possible be allotted to a clerk who has already such a class of work under his supervision.

TIME-KEEPER'S OFFICE.

There are several systems which in the

Court Reporters

Make from $2,000 to

$6,000.00 a Year

James A. Lord, Waco, Tex., a Success Shorthand School Graduate, made **$1,282 in one month.** Another Graduate, D. M. Kent, Colorado, Tex., made **$650.00 in one month.**

This is the only school in the world presided over by **Practical Expert Court Reporters** who are at the head of a business of $100,000 a year writing shorthand.

Never in the history of shorthand instruction has the record of the Success Shorthand School been equalled. Though less than three years of age, this institution has graduated more stenographers earning $100 a month and more than any other school in the world, no matter how long it may have been in existence. Its graduates include

Expert Shorthand Reporters
Private Secretaries

to prominent people, and stenographers in lucrative commercial positions throughout the world. We

Perfect Stenographers for Expert Work

and teach beginners the most expert shorthand from the start by home study. We give each accepted pupil a written agreement to return money in case of dissatisfaction. Our graduates hold the shorthand record for the most expert work.

Write today for information. We will teach you at your home. Address

SUCCESS SHORTHAND SCHOOL
Suite 28, 79 Clark Street, Chicago

NOTE TO STENOGRAPHERS—We also publish **The Shorthand Writer,** the most up-to-date weekly shorthand magazine in the world. Send ten cents for a trial subscription of one month.

These
Expert Court Reporters
Are Some of the Graduates of the
SUCCESS SHORTHAND SCHOOL

F. H. Eastman, official reporter, Warsaw, N. Y.
James A. Lord, official reporter, Waco, Tex.
Lane D. Webber, official reporter, Aurora, Ind.
Roy L. Sanner, official reporter, Decatur, Ill.
W. J. Fulton, official reporter, Sycamore, Ill.
Paul Jaqua, official reporter, Portland, Ind.
C. E. Pickle, official reporter, Austin, Tex.
E. S. Parks, official reporter, Portage, Wis.
George F. LaBree, court reporter, Criminal Court Bldg., Chicago.
Gordon L. Elliott, official reporter, Mason City, Iowa.
Dudley M. Kent, official reporter, Colorado, Tex.
Sigmund M. Majewski, court reporter, 1007 Journal Bldg., Chicago.
George L. Gray, court reporter, with Clarence E. Walker, Louisville, Ky.
Chauncey W. Pitts, official reporter, Alton, Iowa.
E. C. Winger, official reporter, Point Pleasant, W. Va.
William F. Cooper, official reporter, Tucson, Ariz.
J. M. McLaughlin, official reporter, Burlington, Iowa.
Charles E. Sackett, court reporter, Butte, Mont.
Miss Vivian Flexner, court reporter, Portland, Ore.
George Ball, court reporter, Grand Opera House Bldg., Chicago.
Miss Blanche Ball, court reporter, Grand Opera House Bldg., Chicago.
Miss Eva C. Erb, official reporter, Ogden, Utah.
Miss Mary E. Black, court reporter, Ashland Block, Chicago.
Walter S. Taylor, official reporter, Duluth, Minn.
James A. Newkirk, court reporter, 607 American Trust Bldg., Cleveland, Ohio.
Louis J. Crollard, court reporter, Wenatchee, Wash.
J. H. Homer, court reporter, Provo, Utah.
N. C. Garbutt, court reporter, Fort Collins, Colo.
Miss Carrie A. Hyde, court reporter, Erwin Block, Terre Haute, Ind.
A. J. Harvey, court reporter, San Juan, Porto Rico.
H. A. Van Horne, court reporter, Helena, Mont.

writer's opinion are good, and the installation of same is governed generally by the size of the concern.

One small factory the writer has in mind has two boards at the employe's entrance with brass checks with numbers stamped thereon from one up, odd numbers on one board and even on the other. The board with the even numbers is placed on the right-hand side of the entrance, and the one with the odd numbers on the left. When an employe enters the factory he turns to the board upon which is hung the brass check representing his number and takes same from the hook. He deposits this check in a box at the time-keeper's office, through which every employe passes and where the time-keeper is able to watch each employe. At seven o'clock the numbers or tags remaining on the board are taken off by the time-keeper or his assistant, and the employes holding these numbers are marked late, as the rules of the company are that all employes must be at their benches ready for work at seven o'clock. At seven-thirty the time-keeper or his assistant puts the brass checks back on the boards again, and the same performance is gone through at one o'clock.

Then there is the factory (and there are many of them) having conditions under which a time clock is of great advantage. The employe passes through the factory entrance to his department and registers his time upon entering and leaving his department.

Then again, there is the blank slip system which is used in some large factories and the results have been splendid. The blank slip system used where the writer is employed will show original features and was devised by the writer after a careful study of other systems. Let us commence right from the entering of a person into the employ of the company. The reference card, Form F-60, gives complete information regarding the employe. These are filed in a cabinet as per department they represent and numerically. At the same time an address card (see Form O-61) is made out and filed alphabetically, thus giving a complete reverse record. The employe is then handed two copies of the

Underwood Typewriter Co.,
TIMEKEEPER'S DIVISION

Form-061

EMPLOYES ADDRESS RECORD

No. *196* Dep't. *31* Wheel Stall *621*

Name *John Jones*

Address *263 Blackwell St., City 12-16-03*

Form F-62

THE IRON & STEEL PRESS CO.

TIME CHECK

Date, *Mar. 12, 1906*

Dept. No. *36*

Employes will be instructed by their Foreman how to charge their time, which must be accurately kept and divided, and must be approved by the Foreman

No. *162*

Received *7 a. m.* o'clock

Mr. *J. Hudson*

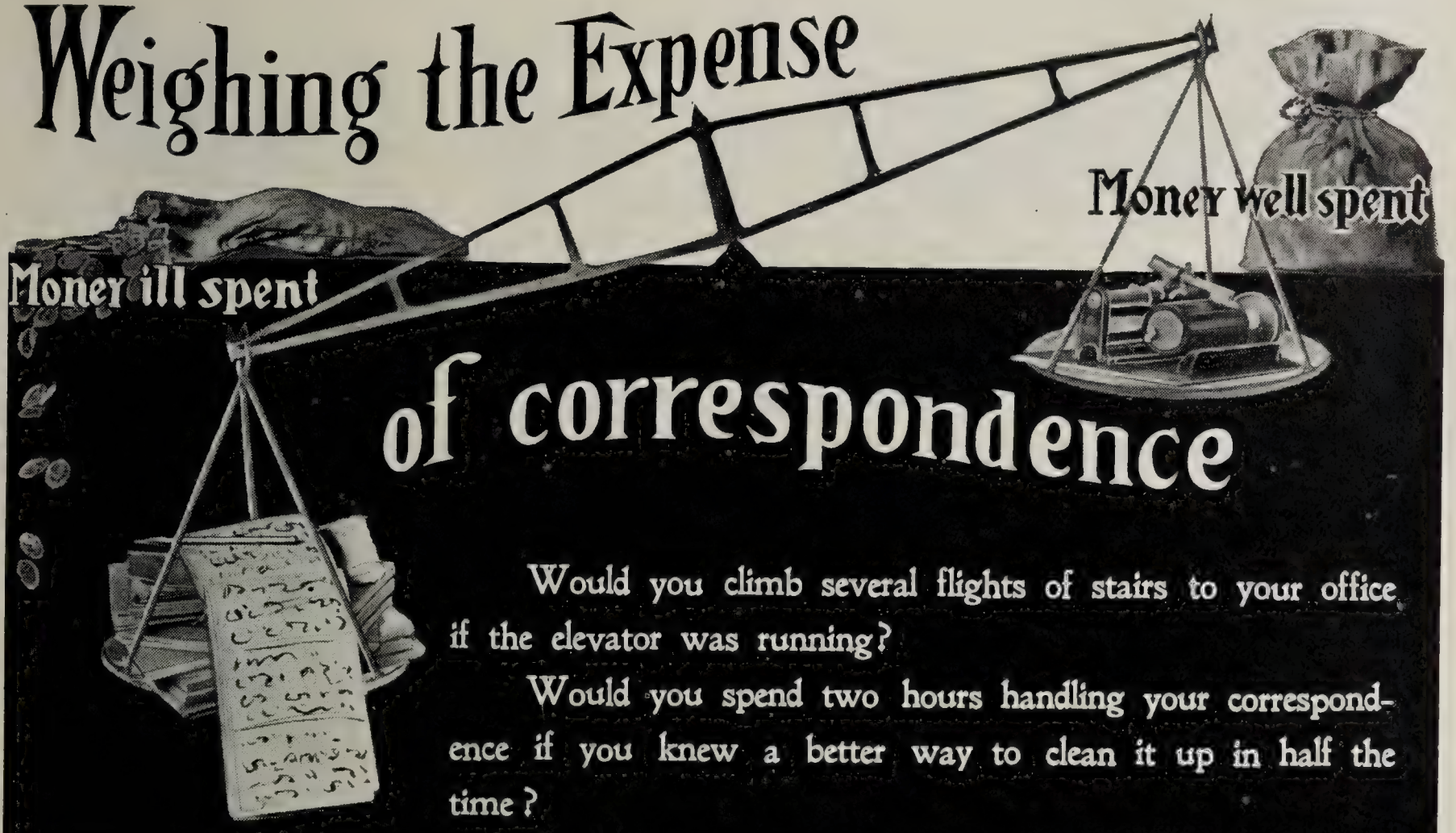
Operation No. Day Work	Operation No. Premium	Maintenance or Construction No.	Name of Part	Hours
17601	P		*Name Plate*	*3*
	17301		*Front Bracket*	*3½*
		C1236	*Gauge for Front Stud*	*2½*
OVERTIME			JOB	
	17301		*Front Bracket* | Began, at *6* o'clock p. m. | Finished, at *9* p. m.	*3*

TOTAL HOURS *12*

Empolyes upon leaving the Factory at night will deposit this check in the box at Foreman's desk.
Employes leaving the Factory before the regular hours must deposit this check at office.
Each noon, the Foreman will deposit all checks in his department with the Timekeeper.
Saturday's time checks must be delivered to office at 5 o'clock p. m., same day.

FOREMAN, *M. Menson*

Weighing the Expense of correspondence



Would you climb several flights of stairs to your office if the elevator was running?

Would you spend two hours handling your correspondence if you knew a better way to clean it up in half the time?

The Commercial Graphophone

actually saves 50 per cent. of your time and expense in handling your daily correspondence. We can prove this to you by a trial at your office.

You can avoid all the delays and mistakes of your present system if you

"TELL IT TO THE GRAPHOPHONE"

The result: Better letters and increased business.

Let us show you how much it costs you to do without the Commercial Graphophone.

COLUMBIA PHONOGRAPH CO., Gen'l

90 and 92 West Broadway, New York City

Grand Prix, Paris, 1900 — Double Grand Prize, St. Louis, 1904

Highest Award, Portland, 1905

The Only Award for Business Talking Machines at St. Louis, 1904

FILL OUT THIS COUPON AND MAIL TO-DAY

I K-9. Kindly mail me FREE complete information concerning the Commercial Graphophone.

Name .....

Street .....

City ..... State .....

COLUMBIA GRAPHOPHONE

Please mention The Business Man's Magazine when writing to advertisers.

EMPLOYEE'S JOB CARD

Cost Department
Operation No. 40001K
No. 6 Employee B. Kaplan
Date, March 26, 1906
Dept. 24

	Quantity Finished	Hours	Quantity Finished	Hours	Quantity Finished	Hours	Quantity Finished	Hours	Quantity Finished	Hours
Mon.	150	4	450	9						
Tues.			200	3 2			450	9		
Wed.	300	8			300	8				
Thur.			400	9	175	3	250	4		
Fri.	200	3					150	3		
Sat.					50	3/3				
Total	650	15	1050	21 2/3	525	11 3/3	850	16		

Check time and Quantity Carefully

Remarks
Total Pieces: 3075
Time 64 1/4 hr.

Foreman L. Somers

Employees must obtain Job card from Foreman before commencing new Job.

FORM F-63.

THE IRON AND STEEL PRESS CO.
TIME CHECK
PM
Received 1 O'clock
No. 162
Mr.
M.V.Y Foreman
Mar. 14, 1906
This slip to be attached to morning Time Check

FORM F-64.

rules and regulations of the factory, which he signs, one is held at the office and the other is retained by the employe. When the employe enters the factory in the morning he receives a time check. (See Form F-62). On this check he records his name, number and department number. With each job turned over to him by his foreman he receives a job card, (see Form F-63) upon which he registers the quantity of parts done by him, the foreman putting down the time commenced and the time finished, the total time then being entered by the employe on his time check, as shown. When the employe enters the factory at noontime he receives a small blank check. (See Form F-64). This check is gummed on the upper edge of the back of the form for the purpose of sticking it to the back of the time check, (Form F-62). If an employe was out all the morning, upon entering the factory at one o'clock p. m., the timekeeper handed him Form F-65.

This form is yellow in color and is easily

Form F-65

THE IRON & STEEL PRESS CO.

Dept. No. 16 AFTERNOON TIME CHECK Date, Mar. 12, 1906

Employes will be instructed by their Foreman how to charge their time, which must be accurately kept and divided, and must be approved by the Foreman

No. 26 Received 1 o'clock p. m.

Mr. P. Purple

Order No. Day Work	Order No. Premium	Maintenance or Construction No.	Name of Part	Hours
	P 16103		Base	3
26106			Rt. Support	2
OVERTIME			JOB	
			Began at a.m. p.m. o'clock / Finished, a.m. p m	

Employes upon leaving the Factory at night will deposit this check in the box at Foreman's desk.

TOTAL HOURS 5

Employes leaving the Factory before the regular hours must deposit this check at office.
Each noon, (except Saturday) the Foreman will deposit all checks in his department with the Timekeeper.
On Saturdays, all time checks must be delivered to office at 5 o'clock p. m.

FOREMAN, S. Todd

Ad Writers Wanted



Increasing demand for brainy young men and women who have been trained to draw trade by modern advertising. Salaries and incomes $1,200.00 up.

Actual, practical ad writing is the only kind of instruction that creates skilled advertising men and women.

Therefore the only real school is the school of experience, and this experience is amply supplied by the Powell System of Correspondence Instruction.

This explains why Powell students are able to double and quadruple their incomes in so short a time.

1906 promises to far surpass any two previous years combined as regards the demand for advertising writers and managers—and particularly for Powell graduates in preference to others, trained on the mere theory plan.

This increasing demand is due to the marvelous prosperity of commercial America, and to the constant conversion of old-style advertisers to modern methods.

The other day a Georgia company was willing to pay one of my students a good salary and a commission on every dollar of increased business. Another advertiser made an offer that should similarly pay a former student $10,000.00 a year, or possibly more.

While salaries ordinarily range from $1,200.00 to $6,000.00 a year, yet it may be of interest to state that the skilled advertising expert can look far beyond this. Several give their services on the percentage basis and earn as high as $20,000.00 a year and over.

The field is absolutely limitless, and the rewards for trained advertising brains were never before so princely.

Not only is the ad writer wanted in the preparation of up-to-date publication ads, but millions of dollars' worth of miscellaneous matter in shape of booklets and other business literature await his attention.

Mr. L. H. Potter, who became advertising manager of the Union, the largest clothiers of Columbus, O., on completing the Powell System, made such a remarkable showing that his father saw the advisability of purchasing the great business, a deal just consummated. Another large Columbus house asked Mr. Potter to have me send him a Powell graduate with similar skill.

One Powell success helps others, and it is now a well-known fact that my own advertising, plus my students' efforts are doing wonders in awakening advertisers all over the country to the importance of better service. Leading publishers, too, cordially praise me in this respect.

If more ambitious clerks, salesmen, and subordinate workers would become skilled ad writers their dissatisfaction with life would disappear. Lack of preparation for greater things is the fatal check on thousands of careers. A large company recently advertised in several cities for a skilled ad writer, and out of nearly a hundred replies received, only two had ever prepared a single ad—and not ten per cent. knew how to write a suitable letter. No wonder that the demand for trained brains multiplies.

I seek the enrollment of brainy young men and women only, and shall be glad to mail them for study my two free books—my elegant new Prospectus and "Net Results," laying bare the situation. Simply address me,

GEORGE H. POWELL, 109 Metropolitan Annex, N. Y.



F. R. BEYGRAU, Adv. Mgr.
Charles Biele, Coffees, New York.

Mr. F. R. Beygrau, advertising manager of the well known coffee house of Charles Biele, 276 West Broadway, whose "Cafe Savoy Coffee" enjoys a deserved fame with coffee lovers everywhere, writes:

MR. GEORGE H. POWELL,
11 East 24th St., City.

Dear Sir: Knowing that you always take a personal interest in the welfare of your students, I feel that it will please you to know that your instruction has been of inestimable value to me as an ad writer.

I have written a great many ads since completing your course and I may say that every one has brought results, thanks to your practical and superior method of teaching.

Wishing you unbounded success, which you rightfully deserve, I remain, Yours respectfully,
F. B. BEYGRAU, Adv. Mgr,

Practical testimony of this sort is the best in the world, and is a fair specimen of the appreciation that graduates have for the Powell system,

Timekeeper's office — Form F-67

THE IRON AND STEEL PRESS CO.

Department No. 18 — Date Mar. 16, '06

OUT CHECK

Employe's No. 226 — Name John Williams

Was out all day this date

Leave of absence

Foremen are requested to make out this slip when an employe is out all day, and return same to office with regular time checks.

Foreman M. Dahl

distinguished from the white form given out in the morning. The name and department is written in by the time-keeper on this afternoon check. If an employe arrives late, say 7:10 a. m., he is required to register his name, number, and department number, then the time-keeper hands him the regular morning time check marked "late," the employe is then recorded late on Form O-65A.

If an employe arrives at the factory after one o'clock p. m., he receives Form F-66, a yellow slip made out by the time-keeper's office, this slip is gummed on the upper edge of the back and attached by the employe to the morning time check. If an employe is out all day, Form F-67 is made out by the foreman of the department.

This form is blue in color, and by having these made out one can readily see that there are always six time checks per week (one a day) for each employe. If an employe is required to work overtime, he is given an overtime check.

This form is green in color and is gummed on the back so that it can be attached to the morning time check. Thus is the time slip system explained. All time checks are sent to the office by the department the first thing each morning, and upon the office receiving Form F-63, it is only necessary to look at the slips attached to the back of same to find out the complete record of the day—whether an employe was

TIME DISSECTION CARD.

G. Kayser — Dept. 5 — 3-24-06

OPERATION NO. DAY WORK	OPERATION NO. PIECE WORK	ORDER NO. MAINTENANCE	ORDER NO. CONSTRUCTION	HOURS	RATE	REMARKS	AMOUNT
14903 P				6	23		1 38
40101 H				4 3/4			1 04
62104				8 1/4			1 90
	23104 I			11			2 53
	72403			12 3/4			2 93
		M-43		2			46
		109		3/4			17
			D-804	1 3/4			40
			C-900	7 1/4			1 67
			C-902	3 1/2			80
			TOTAL HOURS	57 3/4			
CHECK WITH PAY ROLL BY A.L.T.						PREMIUM OR PIECE WORK	
DISSECTED BY S.H.						DEBIT OR CREDIT	
VERIFIED BY F.N.						AMOUNT ON PAY ROLL	13 28

FORM O-68A.

THE IRON AND STEEL PRESS CO.

TIME CHECK SHEET

CHECK Mark √ For Full Time
- O - Out
- X - Late

Foremen are expected to Accurately Check Employees' Time in Their Dep't.

Dept. No 14

Name F. Schoen

Week Ending Mar. 12, 1906

Employees No	NAME	MONDAY A.M.	MONDAY P.M.	TUESDAY A.M.	TUESDAY P.M.	WEDNESDAY A.M.	WEDNESDAY P.M.	THURSDAY A.M.	THURSDAY P.M.	FRIDAY A.M.	FRIDAY P.M.	SATURDAY A.M.	SATURDAY P.M.	SUNDAY A.M.	SUNDAY P.M.
1	R. Belden	√	√	√	√	X	√	√	√	√	√	√	√		
2	J. Happerty	O	O	O	O	√	√	√	√	√	√	√	√		
3	J. Maloy	√	√	√	√	√	√	√	√	√	√	√	√		
4	S. Stevens	√	√	√	√	√	X	√	√	X	√	√	√		
5	M. J. Roberts	O	X	√	√	√	√	√	√	√	√	√	√		

SIGNED J. J. Millson FOREMAN

FORM F-68B.

Smith's Adjustable Index Tags

"SAVE 20% OF A BOOK-KEEPER'S TIME"



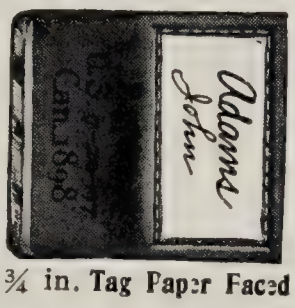
This Cut shows how Tags are Put on Leaves

Description : Steel clips, enclosed in leather tabs, on which any desired inscription may be written or printed. They can be instantly slipped on a leaf, or card, and hold with a vise-like grip. They can be quickly removed to another page or to a different book if you wish.

¶ We have never found an office so large, and but few so small but that at least a few of our tags could be profitably used.

Tags to write on

are made in six sizes, making it easy to index books from the smallest memorandum to the largest ledger, and providing for inscriptions of any length.



¾ in. Tag Paper Faced

Paper Faced Tags have over the leather a facing of the best Buff Scotch Linen Ledger Paper which gives the most desirable surface for writing with either pen or pencil and will stand several erasures and rewriting. When the paper is entirely worn new papers may be obtained.

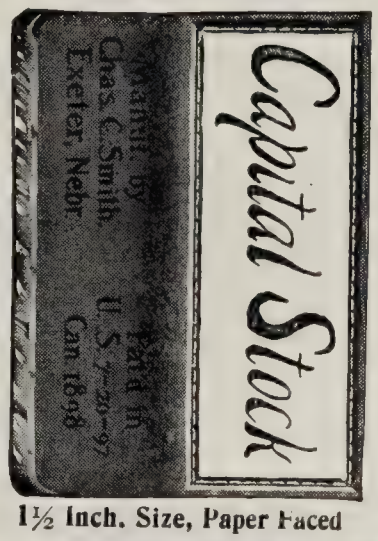


1 Inch Size, Plain Leather

Plain Leather Tags are buff in color, and present a good surface to write on with ink.

For Loose Leaf Books

these indexes are far superior to any other. They save the space usually taken up by index leaves, and can be instantly changed from one leaf to a new one when desired. Besides the tags to write on we make thirteen different adjustable alphabets—something to fit every need—also names of accounts, numbers, cities, states, etc.



1½ Inch. Size, Paper Faced

We Guarantee that the tags will pay for themselves in the time saved by their use, and will send tags to any responsible person or firm on trial, to be returned if not found profitable.

We Prepay Transportation

Fill out the coupon, mail it with your letter-head and receive our catalogue and price list showing how YOU can can save time and labor.

¶ Sample tag for 5 cents.

Dept. "A" CHAS. C. SMITH, Mfr.

EXETER, NEBRASKA

Cut off here and mail TO-DAY—Don't Delay

DEPT. A, CHAS. C. SMITH, Exeter, Nebraska

Please send your circulars and price list free. Enclosed is 5 cents for sample tag. 8-06

NAME .....

STREET .....

CITY ..... STATE .....

BUSINESS .....

STATE WHAT YOU WISH TO INDEX .....

Please mention The Business Man's Magazine when writing to advertisers.

THE IRON AND STEEL PRESS CO.
Hartford, Conn.

Sheet No. 14
Dept. No. 14
Name Profiling.

Date Paid Mar. 17. 1906

FACTORY TIME RECORD AND PAY ROLL

Week Ending Mar. 12. 1906

Employees No.	Name	Monday	Tuesday	Wed'sday	Thursday	Friday	Saturday	Sunday	Total Hours	Rate	Amount
1	R. Belden	9	9	8½	9	9	9		53½	30	16 05
2	J. Happerty	Out	Out	9	9	9	9		36	25	9 00
3	J. Maloy	9	9	9	9	9	9		54	20	10 80
4	S. Stevens	9	9	8½	9	8½	9		53	15	7 95
5	M. J. Roberts	4½	9	9	9	9	9		49½	10	4 95

Rated by R.W.W
Extended by S.H.
Verified by E.E.L.
Footings by J.J.B.
Verified by E.W.
Time Checks by E.S.
Approved C.B.E.

$10.00	2	$ 20.
5.00	3	15.
2.00	5	10.
1.00	1	1.
.50	3	1.50
.25	3	.75
.10	4	.40
.05	2	.10
.01		
		48.75

FORM O-68C.

early or late a. m. or p. m. and whether or not he worked overtime. We will now leave the time-keeper's division as the writer desires to follow the routine work up to the charging of factory orders.

The six checks, Form F-62, are fastened to a dissection sheet, and the time as marked on the time checks is added and transferred to the dissection sheet, as shown in Form O-68A.

Each floor of the factory has a factory clerk whose duties are to relieve the foreman on that floor from clerical work as much as possible. This clerk is usually placed in the center of the floor so as to be in touch with each department on the floor. His first duty is to check off the employes at seven o'clock, and all vacant places at that time means an employe marked late on the foreman's check sheet. At two minutes after seven this report is placed on the desk of the foreman for his inspection. (See Form F-68B).

At one o'clock this sheet is again checked by the clerk. At the end of each week this report is sent to the time-keeper, thus verifying the record on the pay roll. The time checks are entered each day on the pay roll, and as the dissection of the week's time is figured, the proof of the pay roll is accomplished by checking same. (Pay Roll Form O-68C).

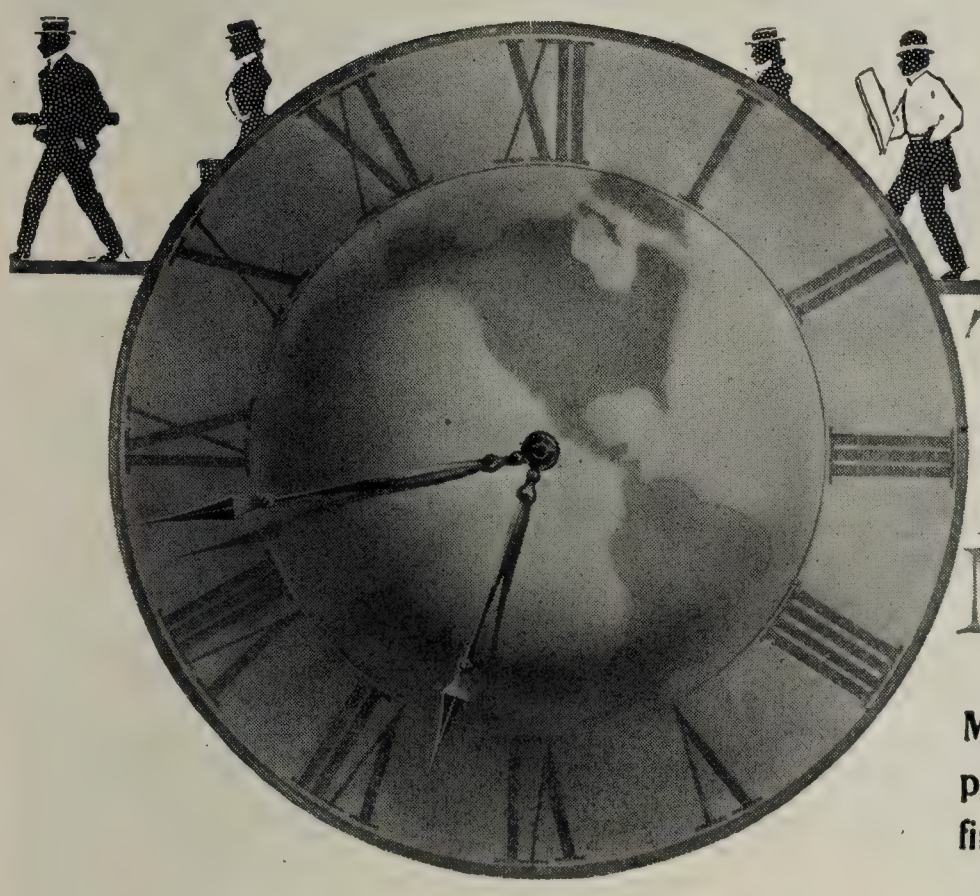
(To be concluded in our September No.)

When the Head of the Firm Takes It Easy

Conducting a business is like rolling a huge boulder up a hill. The moment you cease to push it, the moment you take your shoulder from it and think you will rest and take it easy, the boulder begins to crowd back upon you, and, if you are not careful, it will either run over and crush you, or get away from you altogether and go to the bottom with a crash. It is necessary to be everlastingly pushing, following up the boulder, keeping it going, in order to get it to the top of the hill.

One of the greatest dangers of early prosperity in any line is a tendency to relax effort. Many a man ceases to grow when his salary is raised, or when he is advanced to a higher position. Many a business man, after he has built up a large business, ceases to exert himself; and the moment he pauses in his campaign of pushing and struggling, the moment he begins to relax in giving his close personal attention, his business ceases to advance, and fatal dry-rot sets in—one of the worst diseases that can seize on any individual or concern.

The man who attempts to run a business, large or small, must keep his finger constantly on its pulse, in order to detect any rise or fall of temperature, any irregularity, or any jar in the machinery. When the head of a firm is trying to take it easy, there is usually trouble somewhere.—*Orison Swett Marden, in Success Magazine.*



The WORLD'S WORK IS DONE on the MORNING MEAL

Man reaches the highest attainment of his powers on the nourishment supplied by the first meal of the day

A Breakfast of Shredded Wheat Biscuit with hot milk, cream or fresh fruits, supplies the energy for reaching the climax of the day's achievement—the top-notch of mental and physical endeavor.

Has it struck twelve with you ? Has your stomach notified you that it has gone out of business ? Coax it back to health and strength with a natural food—a food that contains all the muscle-building, brain-building elements in the whole wheat berry, MADE DIGESTIBLE BY THE SHREDDING PROCESS.

Such a food is SHREDED WHOLE WHEAT, made in the cleanest, most hygienic industrial building on the continent—no "secret process"—our plant is open to the world—nearly 100,000 visitors last year.

Two hundred and fifty million biscuits made and sold last year.

The Biscuit (heated in oven) is delicious for breakfast with hot or cold milk or cream or for any meal in combination with fruits, creamed vegetables or meats. TRISCUIT is the shredded wheat wafer, used as a Toast with butter, for picnics, excursions, for light lunches on land or on sea. Our cook book is sent free.

THE NATURAL FOOD COMPANY

Niagara Falls, N. Y.



"IT'S ALL IN THE SHREDS"

Please mention The Business Man's Magazine when writing to advertisers.



Pseudo Experts.

NO ACCOUNTANT can be expected to devise satisfactory systems for businesses of varying character unless he has had the opportunity to acquire wide experience, but it does not necessarily follow that he must have experience in every class of business with which he may become professionally connected before being able to render efficient service; for, after all, the accounting problems to be met run very much along the same lines, and a comprehensive mind and broad view will usually cover the important points properly, particularly with the assistance of those connected with the active management of the work.

The business man, therefore, should select his systematizer, or cost expert, from those whose reputation offers a fair guarantee that their competency for the work arises largely from the qualifications mentioned, and thus save himself the annoyance and heavy expense of installing systems that will not work.

A prominent accountant in a recent lecture referred to a case of this kind—where a large corporation employed one of the cleverest accountants in the profession to install a cost system. But this accountant, like many others, while a first-class auditor, knew very little about how a cost system should be arranged and the best and most economical ways of obtaining efficient results. It is true he consulted many books on the general subject of cost accounting, and asked the advice of brother accountants on points that did not seem clear to him; but, in the end, he produced a beautiful system theoretically, which was extremely faulty and incomplete practically.

This reads very much like the story of a lawyer who was sent forth by a syndicate to examine and report on a copper mine. As usual, says Mines and Minerals, he made a minute investigation of a 200-foot hole, and followed a 30-foot outcrop over a desert for a mile or more, and then reported that a 200-ton mill would never be able to mill all the ore actually in sight. In making this statement the inexperienced lawyer was quite correct, for the ledge consisted of silicate of copper, which can neither be smelted, concentrated, nor submitted to any process whatever that will successfully extract the ore so as to make it available for commercial purposes.

Retail Stores Accounting.

In another column will be found the assertion of an old book-keeper that the majority of people do not use double entry book-keeping for their business records, and this assertion, while surprising, seems to be supported by the publication of "A System of Book-keeping for the Busy Druggist," published in a recent number of The Western Druggist.

This system consists of a six-column journal and a blotter. No mention is anywhere made of the existence or use of a ledger, and we therefore suppose none is contemplated.

On the debit side the six columns are used for—

Total cash taken in; cash collected on account; net cash sales; merchandise charged; merchandise bought; cash discounts.

On the credit side the six columns are appropriated for—

Total expense; freight; two personal cash accounts; money loaned; deposits.

At the end of each day the amount of merchandise on hand is determined by deducting 35 per cent from the sales; the amount of accounts receivable outstanding is ascertained by adding charged sales to previous balance and deducting the day's collections. This is all, apparently,



The most critical judges—those whose appreciation has been developed by long familiarity with the best the world has to offer—are unanimous in their choice of

MURAD
CIGARETTES

The full flavor and exquisite mildness of the Murad is the result of expert selection, careful maturing and scientific blending of the finest and rarest Turkish leaf.

10 for 15 cents

S. ANARGYROS, Manufacturer
111 Fifth Avenue, New York

the busy druggist requires to know or, if he desires any further knowledge about his business affairs, he must dig it out of the blotter where we suppose accounts are marked "paid" in the good old way when settled. There is no provision for showing amount of cash at bank so we suppose this must be obtained from the bank book.

There are no records of the value of furniture and fixtures and other such assets; the capital invested, or profit accumulated, is nowhere recorded. There is no effort to obtain information as to whether cash sales are made and not recorded—or collections made but not put into the till, although marked off on the blotter.

In fact, this so-called system merely presents an inaccurate estimate of how much merchandise there is on hand and the total of accounts outstanding due by customers, and at present we refuse to believe that this is the kind of book-keeping system in vogue either in retail drug or other stores of any but very minor importance.

Nevertheless, a writer in The Retailers' Journal states that the wholesale house with which he is connected received during the month of November, 1905, duplicate payments of no less than six invoices from country retail merchants. Now, of what advantage is it to the retail merchant to know about how much merchandise he ought to have on hand if he pays for it twice over without finding any indication of such serious errors in his accounting records?

Business Oslerites.

It is claimed that J. Pierpont Morgan is the greatest financier in the business world, as he controls business interests capitalized at $6,000,000,000, an amount exceeding the combined annual revenue of the 43 principal nations in the world.

J. Pierpont Morgan is 68 years of age and can, it is stated, jump out of a cab, run to his office, and absorb the written contents of a foolscap sheet of paper—all in fifteen seconds.

Since his attack on the classical spelling of the English language no one can accuse Andrew Carnegie of a lack of vitality. He says, it is alleged, that he has only just begun to enjoy life. He is the same age as Morgan.

Millionaires and heads of trusts are now somewhat under a cloud. Nevertheless, Russell Sage (89), John D. Rockefeller (66), H. M. Flagler (75), are all illustrious examples of strenuosity at an age when their fate should be retirement.

Evidently Dr. Osler has conferred a boon on humanity by calling attention to the general competency of men just past the prime of life, as this was in danger of being overlooked.

It is not necessary to mention the names of prominent authors, actors, generals, physicians, painters, etc., who are perfecting the building of their reputations at what is termed "an advanced age," as this is a matter of universal knowledge.

The Proper Treatment of Bonds.

It is somewhat surprising to learn from The American Banker that savings banks have been treating premiums paid on bond investments as a loss, charging them off against surplus and dividing earnings of interest on bonds as so much per cent on par value.

The veriest tyro in accountancy knows that the amount of an investment is the sum paid for it, and if the market price of a seven per cent bond is 150 instead of 100 then the amount of the investment is 150, and what would have been seven per cent earnings on $100 is a very much reduced percentage on $150; the true income on a $1,000 seven per cent bond purchased for $1,500 being $52.50, and the balance being a re-payment of part of the $500 premium.

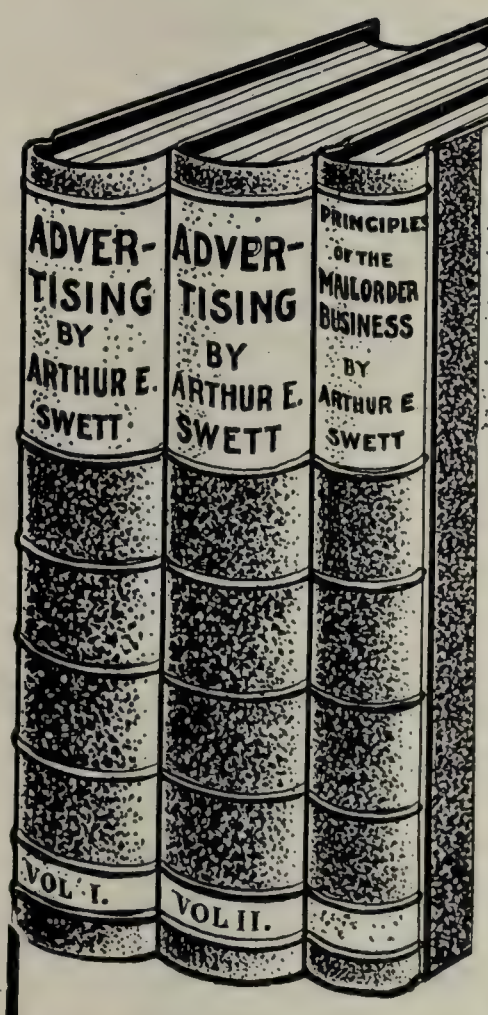
The question of the proper treatment of bonds purchased at a premium has formed part of Lesson 12, Individual Home Study Course in Higher Accounting, since the Course was organized, and the New York State Savings Bank Association has done wisely to decide that technical difficulties should not stand in the way of ascertaining true earnings, which should be determined on the basis of amortised value.

The Octogenarian Book-keeper.

A Mr. C. S. Goodhue, of Michigan City, Ind., who has been keeping books for 66 years, has been interviewed by a representative of The Michigan Tradesman.

Mr. Goodhue states that he has always used the double entry system although, even at the present day, very few merchants adopt this plan.

$1 FOR A COMPLETE MAIL ORDER COURSE



Biggest Offer Ever Made. Nearly 900 pages of interesting, solid and instructive matter relating to every subject of ADVERTISING and the MAIL ORDER Business.

IF you are a business man, advertising student, mail order man, ad writer or connected in any way with advertising or the mail order business, send $1, and take advantage of this offer to-day.

Advertising, edited by Arthur E. Swett, has for its contributors the most brilliant and experienced advertising men in the world and every conceivable subject pertaining to advertisement writing, space buying, system, methods, etc., is discussed in a masterly manner at once interesting to the tyro and convincing to the most experienced advertisers—such as: The Chance for the Small Business, Striking while the iron is hot, Mailing Cards, The Value of Price in Advertising. Why booklets bring business, Doctors and Advertising, The Farmer, the Catalogue, Letters the mainstay of the Proposition, Saving Bank Business by Mail, Retail Advertising in the Country, How Country Merchants can draw trade, Employing an Ad Writer, The Advertising Writer and the man who pays him, Word of mouth advertising, How and why the Ad Writer gets business, Good Schemes and Bad ones, Continuous Advertising, Inactive Advertising Matter, etc., etc., and a mass of other interesting matter too numerous to mention. The man who is studying advertising by correspondence will be interested in **"The Letters of an Advertising Man to His Younger Brother,"** which discusses in a series of heart to heart talks the trials, difficulties and temptations that beset the young advertising writer in learning and following his profession. **"Principles of the Mail Order Business,"** the most complete, practical and comprehensive book on this branch of advertising ever published. This important subject has never before been fully treated in a special work of this kind. A complete synopsis of contents is impossible in the space alloted in this ad. but it covers every branch of the mail order business in **20 complete chapters, fully illustrated.**

Chapter I. Largely introductory. Shows the great possibilities of the mail order business. How manufacturers can market their goods by this method, either by selling to retailers, smaller mail order dealers, or direct to the public.

Chapter II. The standpoint of the small dealer. How to begin the business as a side line acquiring the necessary experience to go in deeper. Ready-print circulars and catalogs. How to keep records by the card index system. How to follow up inquiries.

Chapter III. The catalog business. How the profit is made. The evolution of a mail-order customer. How a customer is secured. The kind of ads that pull. Amount of money to spend in advertising. How to place it advantageously, etc.

Chapter IV. The follow-up system. Examples of follow-up letters that bring a large percentage of orders.

Chapter V. The class of goods for the man with limited capital. How to grow from cheap goods into a more pretentious class of articles. Examples.

Chapter VI. Selling goods through agents. The right method. Price and profit. Examples of good ads and letters.

Chapter VII. "Hints by the way." Practical experience of a concern that has succeeded where others failed. Three follow-up letters that will prove excellent models for many mail-order dealers.

Chapter VIII. The mail-order medicine business. Inquiries, and how to turn them into orders. The value of testimonials, and how to get them. The price and the profit. The value of a new idea, etc. Examples of good ads and letters.

Chapter IX. Selling medicines through agents. How to get agents and how to keep them. The literature. Selling on consignment and making collections. Three strong letters to agents. This is a long chapter—the subject is fully covered.

Chapter X. Giving satisfaction. Promptness in filling orders. Slack methods and where they lead. The keystone of a successful mail business.

Chapter XI. Legitimate schemes. How to make a big profit and still give satisfaction. Samples of scheme circulars and follow-up letters. An example of a good scheme is given.

Chapter XII. The trust or consignment scheme is gone into fully. The author has had wide experience in this class of business and speaks with full knowledge. The best class of articles and premiums are shown in the light of practical experience. Where to buy at lowest prices. How to get replies at the lowest possible figure. Delinquent creditors. How to keep the percentage of losses down. Examples of dunning letters. Do not go into the trust-scheme business without reading this chapter.

Chapter XIII. Advertising mediums. Importance of buying the right class of circulation. Value of the different monthlies. How to place your ad in papers that will pull

Chapter XIV. Typographical detail. How space is measured. Display ads. Reading matter ads. A flat rate. Classified ads. Position. How to send copy, etc.

Chapter XV. Postal pointers. What you ought to do and what you ought not to do. Postal regulations and infractions.

Chapter XVI. The future growth of the mail-order business. This class of trade constantly increasing. The impetus given the mail trade by the extension of the Rural Free Delivery. The cumulative results of circular mailing. How to strengthen a good first impression so that an order follows. This chapter shows the way to "key" your ads effectively.

Chapter XVII. "Miscellaneous Schemes." Matrimonial bureaus and their operation. The right class of advertising literature. Courses in hypnotism, and the immense profits realized. Palmistry, Astrology and Physical Culture are also given attention. How to start a successful book or subscription business by the mail-order method. The books that sell. Valuable points on guessing contests and puzzle offers.

Chapter XVIII. Gives exhaustive consideration to the question of Financial Advertising. How to get mail-orders for investment securities and speculative ventures on margin. Literature and methods. The best mediums to use. Brokers' advertising. The discretionary pool. Get-rich-quick schemes. Real estate advertising. Building and loan societies. Selling mining stocks. Follow-up letters, etc. Three model letters showing the right sort of argument to use.

Chapter XIX. This chapter gives a plan for working up a very profitable business. Small capital is required. Where to get goods that will sell. A number of valuable points for every beginner in the mail-order business

Chapter XX. Contains a number of letters of mail-order firms (names omitted) who were not succeeding as well as they should, or who had made absolute failures of the business. The reasons for the lack of success.

The Appendix contains the names of manufacturers and jobbers who supply mail-order men with goods, supplies and circulars needed in their business. Full addresses are given.

This book is a mine to all mail order men and other business men who wish to extend their business. It will give you the requisite knowledge to enter the business intelligently, and with prospect of success. You will receive this book and a year's subscription to Advertising (12 numbers, 2 volumes.)

SEND $1 TO-DAY and take advantage of this great offer, which contains the biggest dollar's worth of advertising instruction advice and information ever offered.

ARTHUR E. SWETT, Royal Insurance Building, Dept. 9, CHICAGO

Mr. Goodhue also says that there is very little change in the book-keeping of today from that of more than a half century ago. Even the books used are about the same, with the exception that sometimes loose leaves are adopted instead of bound books.

Mr. Goodhue has always made it a point to keep his books posted so "that he could tell a man what he owed up till last night."

While it would appear from Mr. Goodhue's remarks that he has not had the advantage of much variety in his book-keeping experience, as otherwise he would know more in regard to the changes that have been made in 66 years, we must compliment him on the principle he has observed of keeping his books strictly up-to-date every day. The value of book-keeping generally would gain greatly by a strict observance of this rule.

Railway Pools.

To prevent the cutting of rates the railway pool was organized to enable the roads to enforce their regulations and to make and put into effect a stability of charges. These agreements were so made that the competitive traffic would be divided among the interested roads according to an agreed ratio. They were of two classes, the traffic pool which divided the business and the money pool which distributed the receipts.

The ratios which the different roads should receive of the entire business carried between two competitive points was arrived at by a survey of the business of a given period preceding the establishment of the pool. Under this arrangement each road, a party to the pool, is granted such a percentage of the grand total of traffic as it has been doing when the traffic was free to choose its route.

The organization having the pool in charge must see that each member carries its correct percentage as closely as possible, by diverting, if necessary, such traffic to its line as is not specially consigned, or such as may be handled by the pool instead of the shipper. The shipper may object to the pool usurping the right to determine the route which shipments shall take, in which case it has been customary to allow the individual roads to accept and forward the traffic consigned to it and divide among the members the receipts from it. The companies very naturally dislike to surrender any of its receipts, or to give to a rival any of the money derived from traffic which it has handled, therefore the enforcement of the pooling arrangements has been attended with difficulties.

The first pool of importance was the Chicago-Omaha arrangement of 1870, which lasted 14 years and was fairly successful, as it consisted of but three members, and for that reason was not so unwieldy as some of the subsequent pools or "associations" which sprung into great activity in the years from 1884 to 1887. Previous to the latter date the pooling arrangement was a part of all associations. Since that time pooling has been illegal, but the traffic associations have continued to exercise such functions as the fixing of rates; making rules as to the solicitation of traffic; determining the speed at which fast passenger trains should be run; what kinds of tickets should be issued; measures to prevent fraud; last but not least, what privileges should be given or denied to shippers.

It is not necessary for the purposes of this article to show the many different pools formed, as every portion of the country from which any considerable amount of traffic was derived had its association and its pooling arrangement between the carriers of its traffic. One of the most objectionable features of the pooling arrangement was that of selecting from the shippers a certain few whose shipments aggregated immense quantities and arranging with them that their freight should be so allotted to the members of the association that the percentages might be evened up and each route secure its percentage of the traffic. The members of the associations were very glad to pay a high price for a peaceful distribution of the traffic and rewarded the large shippers who acted with them to even up shipments by granting special and unjust rates to them (unjust to the smaller shipper), an arrangement which the large shippers were very quick to avail themselves of and to work the graft to its limit. The large coal companies, the live stock shippers, the dressed meat shippers and the Standard Oil Company were the particular ones to whom the greatest advantages were given in the matter of discrimination in rates.

This evening-up process was terminated in 1879, but the large shipper had learned

Why the Bates is Best

Economy

Numerical systems are admitted to be time-savers. Make them money-savers. Even the clerk, for whose accuracy you pay, can make mistakes. The new boy, at an insignificant salary, can do better with the original Bates Hand Numbering Machine. Set in accordance with the needs of your system—at consecutive, duplicate or repeat—the machine proceeds automatically. Requires no thinking, cannot err, cannot make an illegible number.



Durability

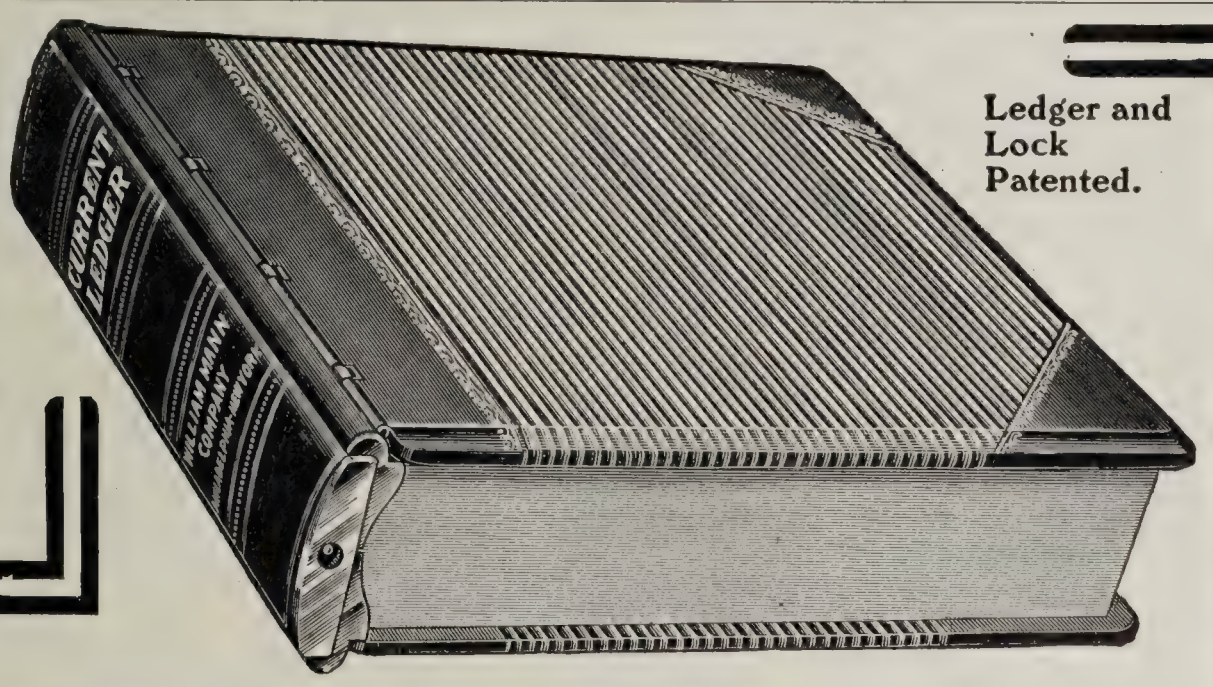
There is a vast difference in numbering machines. Some are made to sell cheap, others are made to last. The exposed construction of the cheap machine is the main cause of the ever increasing repair item. All working parts of a Bates are enclosed in a dust and dirt proof case. With ordinary business use, it will last a life time. This reputation is enviable, so beware of imposition.

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We are owners and manufacturers of Leslie Binders and Leaves.

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his lesson well, and under one or another pretext continued to receive special rates and special favors and continues to receive them to this day.

Pooling contracts were never legal, as they could not be enforced by legal action; the courts regarded them as being in constraint of trade and therefore in conflict with public policy. Such being the case, the strength of the pool rested entirely with the members and upon their honor that rates would be maintained. The "honor" being lacking, the next recourse was the imposition of heavy money fines for an infraction of the rules and rates, but the inadequacy of either "gentlemen's agreements" (as they were sometimes called), money fines or even imprisonment to compel the members to live up to their agreements has been amply evidenced by the failure of nearly every pool ever organized.

With the depression of business of 1893 and the following three or four years, the scramble for business became intense, rates were slaughtered, discriminations were general, shippers at competitive points being able to secure almost any rate that they asked. Small wonder is it that under these conditions many of the roads were bankrupted or in the hands of a receiver, and that the railroad situation was one of general dissatisfaction. Shippers were not satisfied, believing their competitors were receiving better rates than themselves, the railroads believed their competitors were granting lower rates than was oftentimes the case. The unscrupulous shipper worked this situation to the limit and received secretly or indirectly all the advantages of rebates or concessions for which they could get the railroads to stand.

Mutual Congratulations.

The farmer had brought in butter and eggs to sell, and after the grocer had weighed the butter the farmer said:

"No use counting over the eggs. There's just five dozen."

"All right," replied the grocer. "It looks now as if we were about to return to honest days."

"It does that. I see that a congressman has been sent to prison for land-grabbing."

"Yes, and those life insurance fellows have got some hard knocks."

"You bet, and they are still after the beef trust."

"And I notice that two or three legislatures are after boodle members," said the grocer.

"And aldermen in three or four cities are on the rack," replied the farmer. "Yes, it really looks as if we might return to the good old days and be done with graft forever."

Then they smiled at each other, agreed that this world was getting to be a better place to live in and parted. The grocer had weighed the butter short by four ounces, and the farmer was half a dozen short on his eggs.—*Michigan Tradesman.*

PRIZE COMPETITION.

Accounting for the Retail Furniture Business.

The time for the receipt of contributions on this subject has been extended to September 10.

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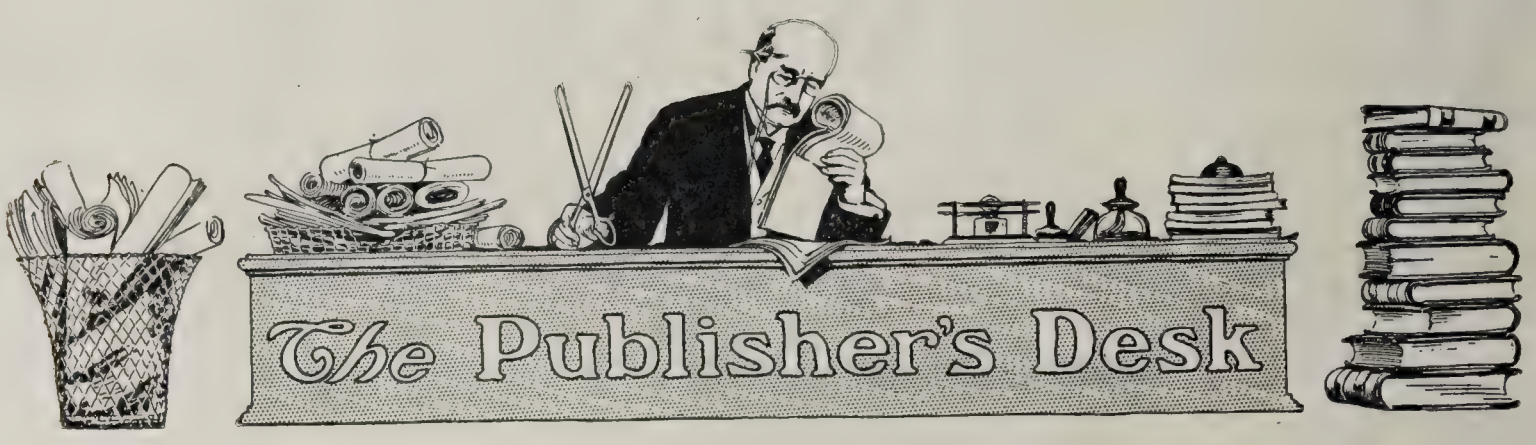
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VOL. XIX AUGUST, 1906 NO. II

The Side His Bread is Buttered On.

WE HAVE already begun to hear from our protest against the abuse of power on the part of the railroads. Among others Mr. N. C. Soule, who is an employe in the general manager's office of the O. R. & N. R. R., has stopped his subscription. In doing so he says, that he hardly cares to subscribe to a magazine which makes attacks upon his employer's "policy and business." This fealty is commendable and ought to get Mr. Soule a raise in salary. We hope it will. Mr. Soule cannot be expected to quarrel with his bread and butter.

The "Finger Tip."

About the most popular premium we have issued this year is the "Finger Tip Desk File." This is a solid oak tray with a durable date and number file inside and it is given with a yearly subscription to THE BUSINESS MAN'S MAGAZINE for $2.

Chas. McClure, Philadelphia, says: "This is something I needed very much. It has already saved me $5 in money to say nothing of the time saved."

No More Trial Balances.

The system for doing away with the trial balance which is fully set forth in our new book, "The Abolition of the Trial Balance," was, until we published it, kept secret by the few public accountants who understood it. In making public this system we have rendered a signal service to the accounting profession at large. The book mentioned can be obtained from your book-seller or from us direct. Price $2.

"A Comment."

Mr. A. L. Folkins, who is with the McPherson Fruit Company, of Calgary, Canada, says in renewing his subscription June 1st: "I am more impressed with the magazine with every number I receive. I trust you will continue to prosper in your good work as in the past."

A Coin Counting Machine.

One of our correspondents wants to know where he can buy a machine for counting coins. Perhaps one of our readers can enlighten him. We shall be glad to have the information for the next issue of "Tools of Business."

Coatless Suspenders.

We want the address of the "Coatless Suspender Co." Can someone among our readers get it for us?

A Machine for Opening Letters.

B. S. R., Columbus, Ohio, wants to buy a machine for opening mail (i. e., slitting



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open the envelope). No such machine is advertised in our pages. Can someone tell us of a successful device of this sort?

The American Business & Accounting Encyclopaedia.

One of our subscribers sent in a note of appreciation the other day that went straight home. It seems about six months ago this reader purchased a set of THE AMERICAN BUSINESS & ACCOUNTING ENCYCLOPAEDIA. At the time he had no particular need of the work. He bought it merely to post himself more thoroughly in his own work—to learn all he possibly could about other methods, schemes and ideas that would tend to increase his efficiency. This he told us in his letter. The following paragraph, however, is the kernel—the meat that tastes best to us.

"My position in the factory was that of stock clerk. For several months our cost man had worried over a leak which he had tried—and tried hard—to locate, but without success. Finally it was decided to call in an expert to find out where the trouble lay and to apply the remedy. When I heard that I got busy. I studied the cost systems and factory methods in your Encyclopaedia until I talked, thought, and dreamed nothing but this. When I thought I was in shape I obtained permission to go over the whole situation, and was fortunate enough to locate the source of the trouble. With the help of your Encyclopaedia and Thorne's Twentieth Century Book-keeping & Business Practice, I installed a new general system that provided against any such trouble in the future. I give you full credit for my increase of salary and promotion, because six months ago, or even three months ago, cost accounting was an X-value to me."

This letter only goes to prove what good, practical, up-to-date business books will do for the ambitious young business man, or the old dyed-in-the-wool pioneer who has been at it for years. There is no reason why every reader of THE BUSINESS MAN'S MAGAZINE should not own a set of this great and valuable set of books. With this end in view we have arranged an offer that puts the whole thing up to you. It is yours to decide whether or not you can afford to let an opportunity go by to put yourself in a position of readiness and preparedness, no matter what the emergency may be. The advertisement for the Encyclopaedia in these pages tells you how you can get the Encyclopaedia for little more than the cost of a postage stamp a day.

San Francisco Accountants.

We learn from Mr. J. F. Foster, secretary California Society of Certified Public Accountants, that the society was so fortunate as to save all its records, data and correspondence since the time of its organization, although individual members suffered severe loss, by fire, of their personal and office effects.

New York C. P. A.'s Elect Officers.

At the annual meeting of the New York State Society of Certified Public Accountants, held in May, the following officers and directors were elected for the ensuing year: President, Franklin Allen; first vice president, Francis Gottsberger; second vice president, Thomas P. Ryan; secretary, Leon Brummer; treasurer, Francis How; directors, F. J. MacRae, E. W. Sells, J. R. Loomis, H. F. Searle, Alfred Rose, F. R. Clair, S. D. Patterson, J. B. Niven, W. D. Loudoun, T. B. Dean, E. L. Suffern, H. C. Maass.

The Lyceum Manager.

TO THE EDITOR: A recent article in your magazine by Mr. S. P. Curran has evidently caused some misunderstanding among your readers, inasmuch as I am receiving inquiries from lecturers asking me to assume the management of tours, etc.

May I explain that The International Lyceum Association is not a business enterprise, but a fraternal association of men and women of the lyceum, nor am I personally connected with any bureau, or other lyceum management, except in the capacity of a platform man, under bureau management.

The International Lyceum Association is glad to welcome any lecturer, entertainer, concert-singer, or other "lyceumite" of good character to its ranks, but it does not aim to benefit the business condition of anyone, except by the indirect method of benefiting the entire lyceum, raising its standard of excellence, obtaining adequate recognition for the institution as an intellectual and edifying force in the community, etc.

Trusting that you can give space to this correction, in the interests of all concerned, I am, Very truly yours,

EDMUND VANCE COOKE.

HIS "Thousand Dollar" FURNACE

IN the good old summer time thoughts of *saving* money on winter coal bills ought to be as refreshing as zephyrs from pine woods. The **UNDERFEED** way is not only the rational way of burning coal, and this modern Peck-Williamson Furnace not only *consumes* smoke and gases, but it gets *as much heat* out of the *cheapest* coal as the same amount of *highest grade* anthracite will yield. Can you figure that out in dollars? The *difference* in cost is *yours*. The

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With the old-fashioned Over-feeds, much money is *burned up*, as *considerable* heat *goes to waste* up the chimney. The **Underfeed** plan *saves at the coal bin*. We have hundreds of voluntary testimonials, eloquent proofs of that furnace truth. Here's a late one—Dr. F. M. Garrett, of Liberty Center, Ind., writes:

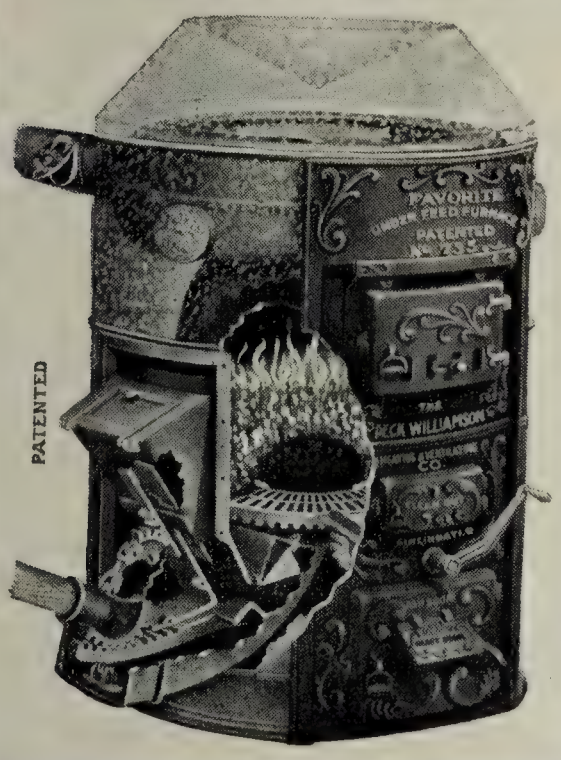
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Send for the **Underfeed** booklet, which gives full description of this wonderful furnace, and is filled with fac-simile testimonials from those who *know* its worth. Write to-day, giving name of local dealer with whom you prefer to deal.

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The Students' Association of the Institute of Chartered Accountants of the Province of Ontario

ONE OF THE MOST IMPORTANT DEPARTMENTS OF THE BUSINESS OF A PUBLIC ACCOUNTANT IS THE INVESTIGATION OF ENTERPRISES NOT ONLY FROM THE STANDPOINT OF THE AUDITOR BUT FOR MANY OTHER PURPOSES HEREIN SET DOWN

AT a recent dinner tendered to Mr. F. H. Macpherson (of the firm of F. H. Macpherson & Co., Detroit, and Windsor, Ont.; vice president, Institute of Chartered Accountants of the province of Ontario), at Toronto, Ont., in recognition of his services to the Students' Association of the Institute, this well-known accountant delivered an address upon the subject of "Business Investigations," a department of public accountancy of the greatest importance to auditing students.

Mr. Macpherson sketched in a general way some of the varied forms of investigations which the practicing accountant might be called upon to make, amongst which were noted:

The examination of one or more businesses, with a view to ascertaining the earning power of each, for purposes of amalgamation.

Examination of partnership business, for the purpose of ascertaining the interests of the respective partners.

Examining the books and accounts of a business, with a view to ascertaining its position and profit-earning power on behalf (a) of the owner who desires to interest further capital (b) and of investors who wish to embark in the business, upon finding the representations made by the

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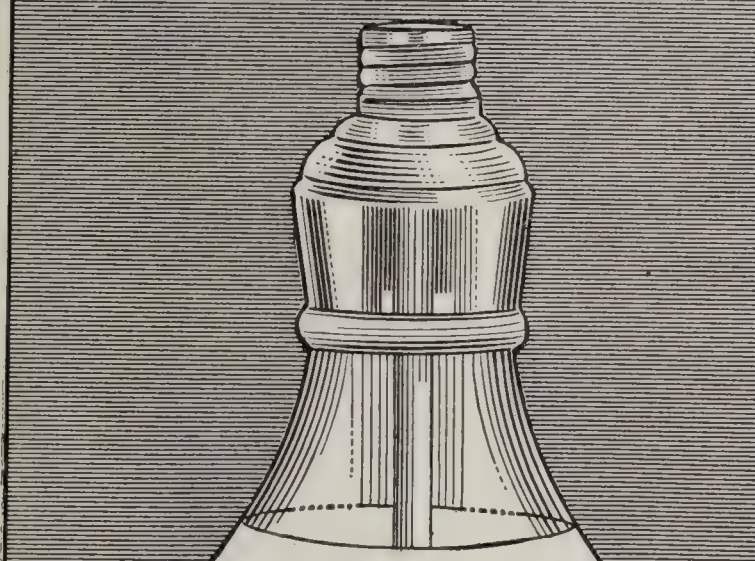
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owner, are verified, or (c) on behalf of the promoter who wishes to organize a corporation.

Examining the books of insolvent concerns, with the object of accounting for a dissipation of assets.

Examining the books of a business for the purpose of obtaining material for use in litigation; of determining from the books the extent of the assets of the business, destroyed or partially destroyed by fire, for insurance adjustment purposes.

Examining the books and accounts of a business for the purpose of locating its weaknesses, with consequent lack of profit-earning power.

Examining the books and accounts of a concern, with a view to determining what changes might be necessary in order to introduce a cost system, making it an integral part of the general accounting system.

He pointed out the several items which the accountant would ordinarily be called upon to verify as to assets, liabilities, revenues and expenses of operation. The form of certificate to be furnished by the accountant was dealt with and attention was called to the paucity of information usually found in the ordinary certificate. He suggested an extended form which should set forth detailed information as to net capital employed, earnings, expenses of operation and net earnings, to be followed by schedule combining the whole, if the certificate was intended to cover more than one business, as in a case of amalgamation.

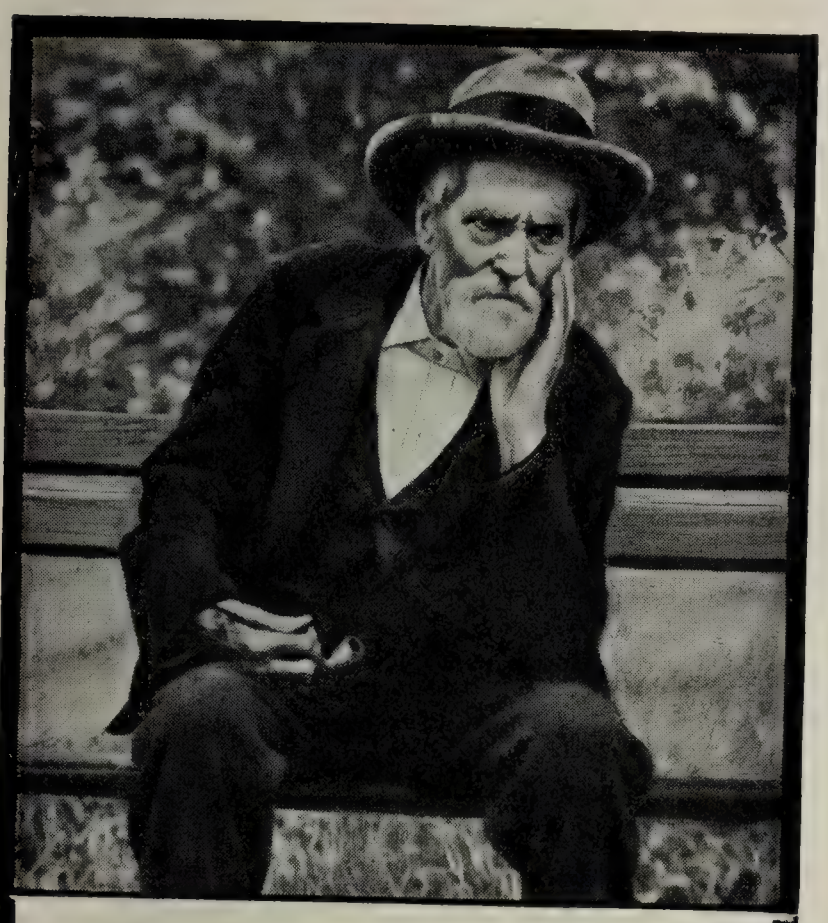
He advised accountants to refrain from making capital investments in concerns with which they have to do professionally. The danger of an unconscious bias which will come to the surface and interfere with the disinterestedness of the accountant in the performance of his duty, was dwelt upon.

The address dealt more particularly with the subject of the examination of the books of insolvent concerns with the object of accounting for dissipation of assets and personal experience was used for illustrative purposes which showed in a marked way the varied points which had to be given consideration by the accountant. He pointed out that different conditions would arise with every appointment and these should be dealt with as the circumstances surrounding every one of them might suggest or determine.

A very interesting address was brought to a close by a reference to the qualifications which the accountant who is successful in this line of work must possess.

While the qualifications mentioned are necessary in any of the branches of the profession, they are required in greater degree in matters of business investigations.

The accountant must have something of the detective instinct, in other words, he must be possessed of an analytical mind; he must be possessed of tact and good judgment; be industrious; persistent; thoroughly practical; quick to comprehend; and with these he must have the courage to present the facts as he finds them. Courage may be displayed in everyday life as well as upon the battle field of action; the common need is for courage to be honest, courage to resist temptation, courage to speak the truth under stress, and when to speak it means possible financial loss.



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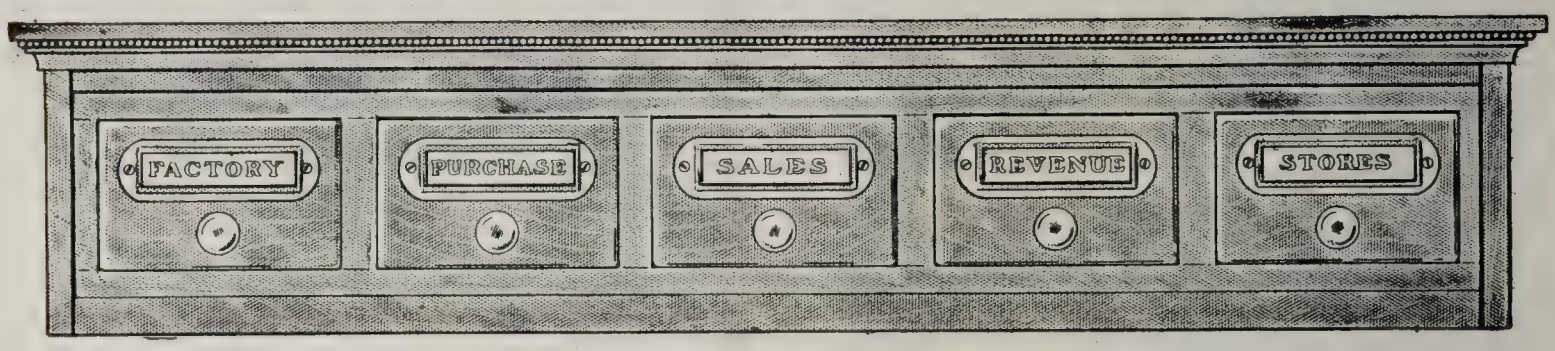
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Container Records

By H. E. BYRNE

AN article in the April number of The Business Man's Magazine, by L. C. Brant, anent record keeping for containers, is noted, and I am constrained to ask, why will bottlers and others continue using cumbersome and inaccurate methods in handling containers if the following facts are true in their case?

The container represents value, else why keep a record.

The container must be returned.

The sale would yield no profit, or would result in a loss if the container was not returned.

The customer that pays for his goods promptly and returns his containers customer than the one who does not.

I have had 15 years' experience as office boy, book-keeper, cashier, and credit man in a bottling works and, as book-keeper, after a hard, long fight with the boss, I persuaded him to throw out his empty record, which was the third "sure pop success" system he had installed, and adopt the following: Charge the customer with the goods and the container and have the whole amount posted to his debit on the ledger, then credit his account with the container when he returned it. I hear a murmur, you will get the account all mixed up, you can't keep the net account and the container account together without a mix-up and a misunderstanding with the customer. Others don't charge for the container, and if we do we will lose the trade and besides what will the man do that used to employ the most of his time in keeping the "empty" record.

Well, I carried the day, have improved the ledger by special rulings from time to time, and now have the thanks of my employer for the change.

John Doe orders 10 cases of a certain brand which come two dozen quarts in a case.

The credit man receives the order and turns to John Doe's page in the ledger, where he gets a correct record of his account, knows how he has paid his account, and how he has returned his "empties."

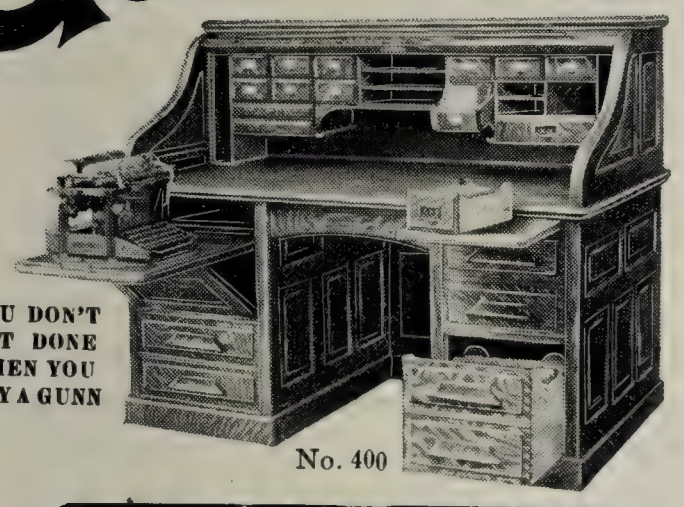
The order O. K'd is turned over to the shipping clerk and John Doe is charged with 10 cases of so and so at $3.75 per case, the container in this instance being worth $1.25.

John Doe is rendered an invoice for 10 cases at $3.75 per case, $37.50, with notation on the bottom of the invoice, "Your account will be credited with $12.50 upon return of the above empties."

John Doe does not get sore, he knows we can't sell him a case for $2.50 and lose the container, which is worth $1.25, hence John Doe feels the obligation of returning these cases when empty, and we send him a credit memorandum for them, just the same as we send him a receipt for his cash remittance when returned.

When we render statements we render them "net," but always notate number of containers out and their value at the bottom of the statement. If John Doe remits promptly but is slow in returning empties,

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FILING DEVICES



YOU DON'T GET DONE WHEN YOU BUY A GUNN

No. 400

Our New 400 Desk Series

No. 400 (like cut) has deep drawers arranged with vertical filing equipment card index drawer with cards. The **Gunn Patent** drop front pigeon hole box, **exclusive with Gunn Desks.** The writing bed is not broken by typewriter, which disappears in a dust proof compartment.

Desk 401 same as 400 except it has no typewriter shelf—the left pedestal is all drawers.

Desk 402 same as 400—in flat top.

Desk 403 same as 401—in flat top.

All in fine quarter sawed oak, hand rubbed, highly polished.

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are made in 250 different styles, in all woods and finishes to suit every business. They are all fitted with the famous drop-front pigeon hole boxes and many special and practical features which makes the Gunn the most satisfactory desk. If you want an **up-to-date** office desk of any description and the best posssible value for your money, Buy a Gunn; at least send for free catalogue of Gunn Desks and Filing Devices.

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Do Your Socks Set Smooth ?



The only way to insure that trim, sleek appearance of the ankles is to wear Brighton Flat Clasp Garters. They hold up the socks smoothly and firmly. They eliminate that uncertain feeling about the legs.

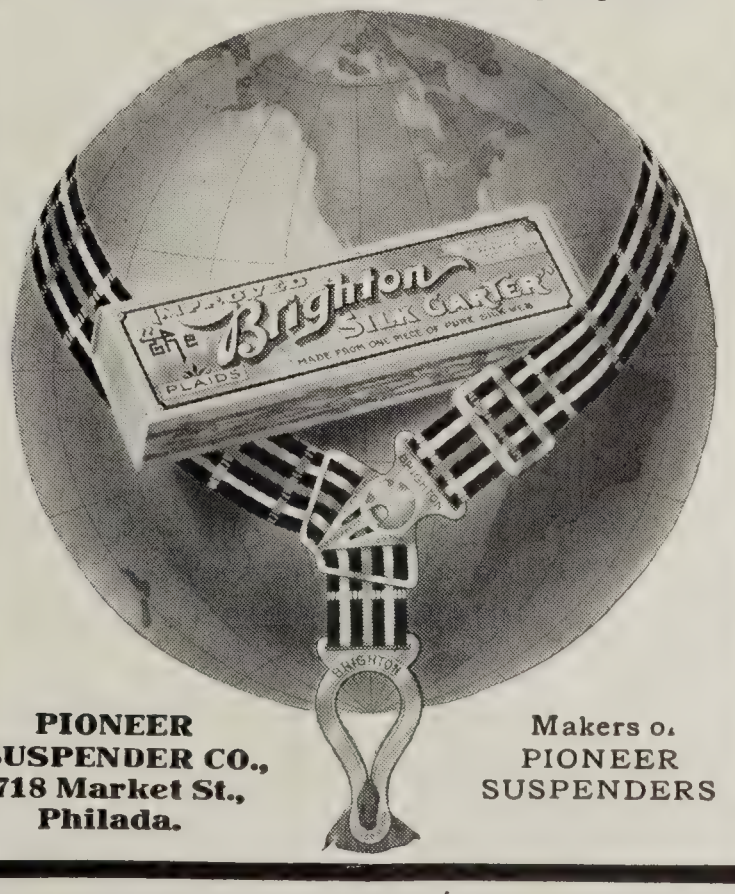
BRIGHTON
FLAT CLASP
GARTERS

are the most comfortable garters for men. The flat clasp has all the play necessary to prevent binding and pinching with the movements of the leg.

They are as flat as a sheet of paper, never catch in trouser seams, never rub or chafe the leg, never come loose, though instantly detachable.

The patterns are new, solid colors of the most desirable shades. The webbing is one piece, of pure silk. Unlike most twenty-five cent garters, not a particle of mercerized cotton used in Brighton Flat Clasp Garters. All metal parts heavily nickeled.

If not obtainable at your dealer's—25 cents to the makers secures a pair postpaid.



PIONEER SUSPENDER CO., 718 Market St., Philada.

Makers of PIONEER SUSPENDERS

Please mention The Business Man's Magazine when writing to advertisers.

a little "stock" letter calling his attention to the fact in a nice easy way is sent him and usually brings him to time and his cases come back.

If he burns out we have the account in one place, with day and date with freight receipts and bill of ladings to prove both the debits and the credits in case of a dispute.

But how are you going to tell John Doe's cases from Bill Smith's cases if they come back in a job lot shipment where draymen make a cleaning up for you in some small town and ship back a carload of empties on one freight bill, some of the cases only part full, some broken, etc.

Here is our remedy: When the shipping clerk tagged those 10 cases for John Doe he put in indelible ink with a set of small rubber numbers, and an alphabet an identification number on the case under the tag, for instance, D 1440.

If the tag is torn off any of Doe's cases or Bill Smith's tag is in error put on one of Doe's cases by the drayman or by the station agent or when in loading tags come off, we can give proper credit by this identification number as cases when returned are reported into the office not as 10 cases returned from John Doe, but 10 cases O. K. or 10 cases two dozen short or 10 cases bad order as the case may be from D 1440.

The tag being removed, credit reported and number scraped off with a sharp scraper to prevent injury to the case, it is now ready to be filled again and sent out to the first man ordering. We have in one instance had a case to stand out in the weather for four years, all marks were gone from the tag and other printing on the case, but the identification number was intact and identification easy and positive.

John Doe comes into our office to settle. Book-keeper quickly balances the account and it shows a balance of $100.50. He runs down the special columns on both the debit and the credit side and finds by subtracting the credit side from the debit side how many containers of the different kinds John Doe has out, which he subtracts from the gross balance, and John Doe is given his balance with the added information that he has so many of these cases and so many of that kind on hand which represent a value of so and so.

Doe acknowledges he has these and will return them as soon as empty, and thereby feels the importance of looking after his empties and we find it makes him more prompt in this regard and a better customer than our old system which he did not understand, and entertained a doubt as to its accuracy from the very fact that he did not understand it.

We have kept our container record in this manner for some six years now, and could not be induced to again keep two accounts with our customers, one for goods and one for containers, as the work is doubled and results are not nearly so good.

I would be pleased to give further information with sample of ledger ruling, etc., to any bottler or others seeking a solution of the vexatious question of containers.

Estimates in the Contracting Business

By THOMAS WELLS THOMASSON

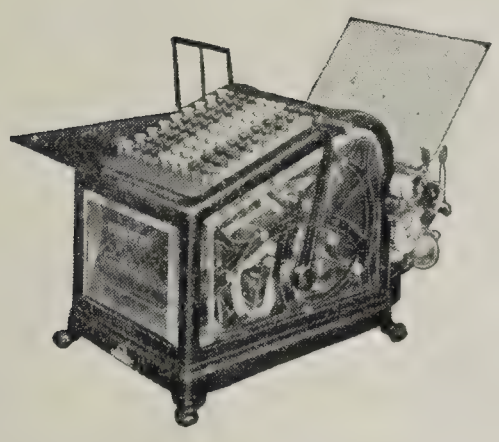
THE form illustrated is designed to have the top part, down to the dotted line, fold over on the main sheet, and by means of a carbon make out an estimate to the prospective customer, and also have a duplicate record in the hands of the contractors estimating.

The wording of the duplicate will, of course, be so arranged as to be right side up.

On the lower part of the form, space is left for the details of the estimate, which would be considered before making out the top part. The latter would be torn off at the perforation and given to the prospective customer, the larger portion being sent to the office to be filed alphabetically in a waiting binder.

Should an order result, the estimate would be taken out of the waiting file, have entered on it the date when accepted, have stamped on it in the right-hand top corner the next consecutive contract number, and be at once utilized as a shop order form.

It would perhaps be better in the major-



¶ Would You Like to Know That Every Posting Made To-day is Correct?

¶ We will be glad to send you, for the coupon, a complete description of the Burroughs Proof of Posting System —which shows you how to prevent errors in posting and will guarantee a Trial Balance, when used with the Burroughs Balance System.

BURROUGHS ADDING MACHINE CO.
82 Amsterdam St.
Detroit Michigan U.S.A.

B. M. M.
8-06

Please send us the explanation of the Burroughs Proof of Posting System.

Name _____

Business _____

Address _____

To BURROUGHS ADDING MACHINE CO.
Detroit Michigan U.S.A.

Estimate

190

We agree to do the following work for the sum of $

Terms:-

Foreman

Estimate of work for

No.

190

Particulars of work to be done

Terms:-

Foreman

Contract Order No.
Material Required
Labor hours at
General Shop Expense (proportion of)
Estimated Profit
Accepted.-
July 1- 1906
Total

On back of this portion

Store Keeper's Requisition Nos. Shop work order Nos. Outside work order Nos.

ity of cases, to have the estimate definitely accepted in writing, in which case the top part of the form would be in duplicate, making triplicate writing at one operation, one copy having the acceptance for signature on the back.

No Footings Carried Forward.

A specially constructed account book has been devised, which has the lower edges of the pages cut in steps of four, so that when the total of page 1 is put at the foot of the column, it is written not upon page 1, but upon the last line of page 4, which is longer than any of the preceding three. Page 2 is one line shorter than page 1, and its total is therefore written upon page 4 on the line above the total of page 1. Similarly page 3 records its totals on page 4, a line above page 2, and the total of page 4 itself is placed upon the top of all. Thus, without any process of carrying forward totals, and without incurring the risk attendant upon that process, the totals of four pages are got together. The number of cut pages might, of course, be exceeded in practice, but in any event there must be some limit, as, of course, each succeeding the others, and the point would thus inevitably be reached when, instead of being a page at all, it represented a mere slip. The totals of each group of four pages are transferred to a summary, which is either a loose sheet or a limp book so arranged that it can be readily placed under the fourth page, its last line extending below the bottom of that page. The addition of the four totals on page 4 is thus extended direct on to the slip. Similarly, the addition of the four totals on page 8 may be extended on to the slip upon the line above the previous total, and the process may be continued indefinitely.

Cash Receipts by Mail.

The following method of handling the cash received through the mail is a good short cut:

Beginning with each morning's work the letters and advices accompanying the remittances, which by the way are opened by a boy, are numbered consecutively and the amount of the remittance placed thereon. A symbol number is used to distinguish whether the remittance consists of a check, money order, currency, etc. If currency, a

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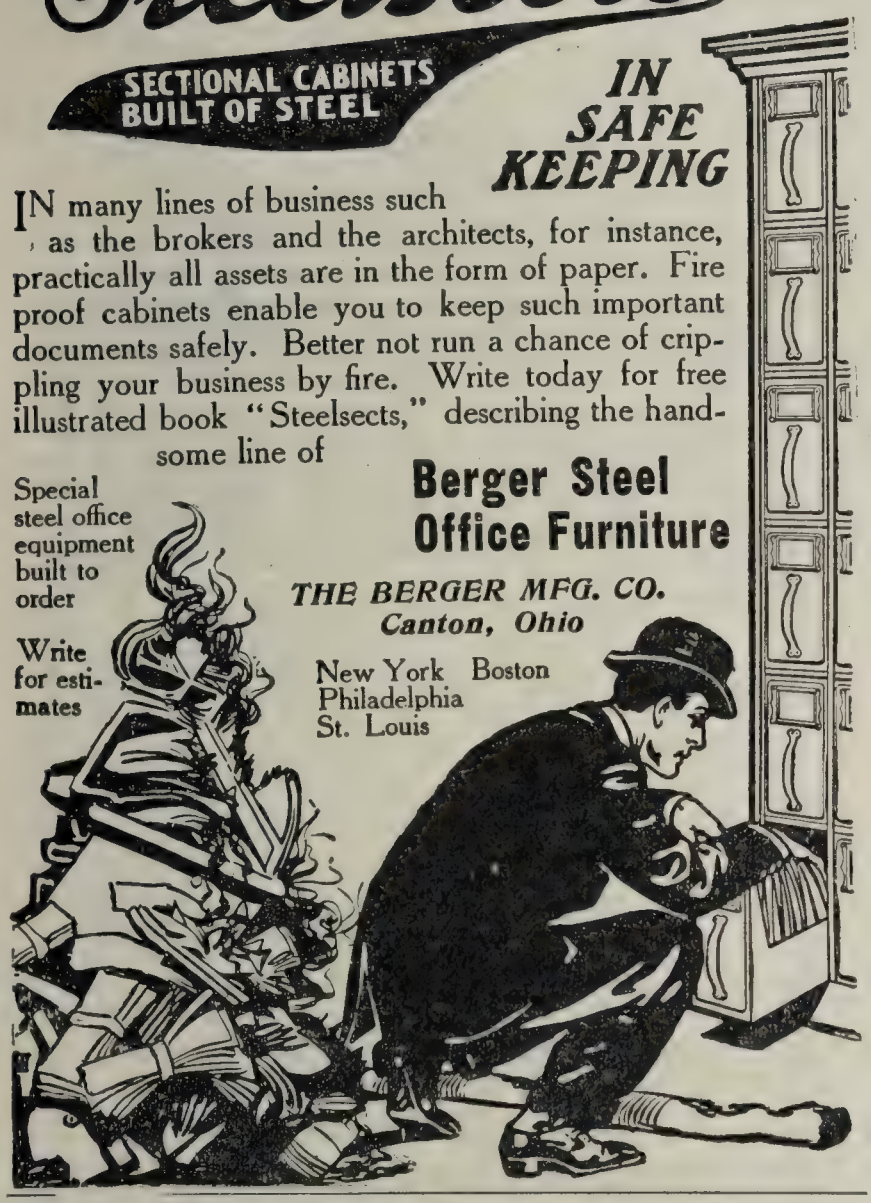
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Special steel office equipment built to order

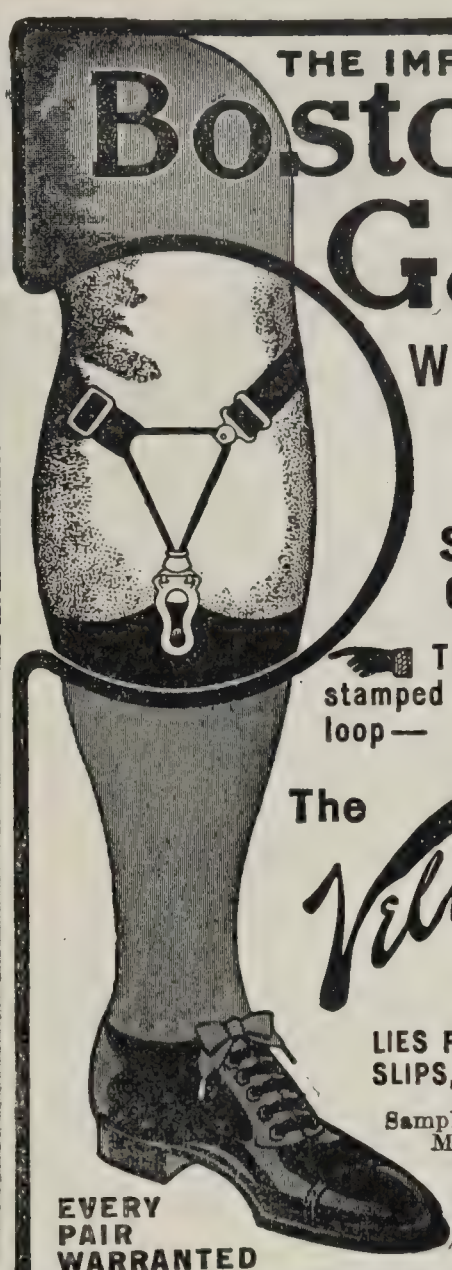
Write for estimates

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New York Boston
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REFUSE ALL SUBSTITUTES OFFERED YOU

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LIES FLAT TO THE LEG—NEVER SLIPS, TEARS NOR UNFASTENS

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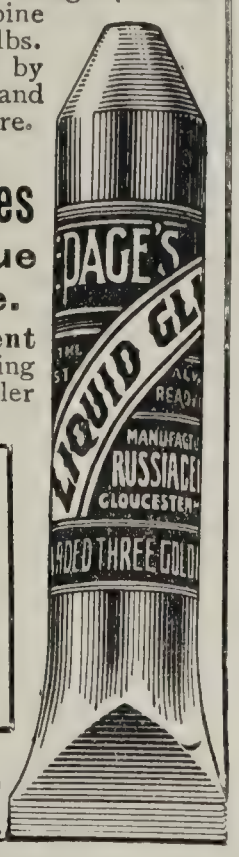
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Dept. Y-114, SPRINGFIELD, OHIO

page prior to the last is a line shorter than slip is pinned to it, stating from whom it was received and the amount. The checks are separated from the letters and placed in the same order in different piles. The checks are then turned over to the adding machine operator, who adds and lists the amounts on the Cash Received sheet, at the same time taking a carbon copy. The duplicate sheet is perforated down the center and the part containing the check amounts becomes the bank deposit slip and is sent to the bank with the deposits.

Inasmuch as the deposit slip is made out at the same time as the Cash Received sheet they have record of each day's deposits, and the deposits must agree with the day's receipts.

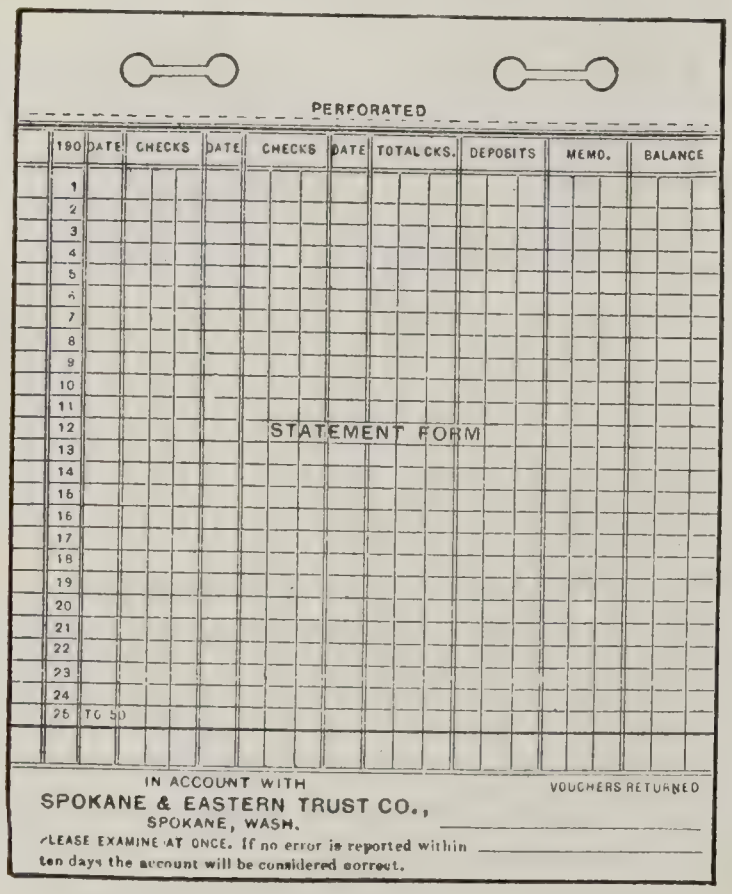
When properly filled out it is filed in a loose leaf binder and forms the debit part of their cash book. They post direct to ledger from this sheet.

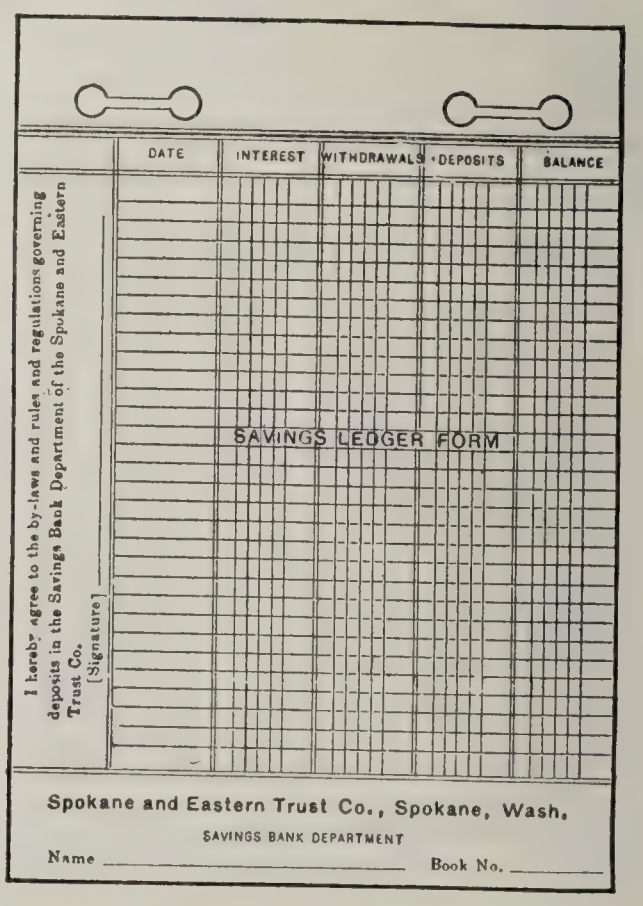
After the adding machine operator has proven his work, he turns the sheet over to the typewriter operator, who has the letters or advices, from which he fills in the Cash sheet, placing the remitter's name opposite the proper amount. Consecutive numbering of the letters aids the operator in keeping the letters in proper order until they are entered on the sheet.

Under the method used before installing the adding and listing machines it took the clerks in some concerns a day to do work which they now can accomplish in an hour. —*Exchange.*

Individual Book-Keeping for Banks

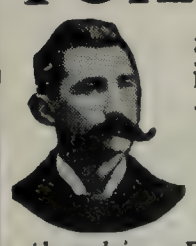
THE individual department is one of the most important departments of a bank, and the modern banker is always on the alert for improvements. This is a well-known fact throughout the country, and has created many different systems of keeping individual accounts. But through all of these systems run like a red ribbon the main idea of saving time and labor combined with giving a perfect record of every day's work. There are still many bankers who support the idea that an individual ledger should be a bound book, as it gives more security against changing the records by destroying of leaves through fraudulent book-keepers, and set aside the many widely known advantages of loose leaf ledgers. But in a modern bank, with an established auditing system, this objection is invalid. The Spokane and Eastern Trust Company, of Spokane, Wash., is using a system now for keeping the individual and savings accounts which, through its completeness, is far superior to any other system on the market.







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It is a scientific and carefully prepared preparation of the phosphates that provides the tonic and nerve food needed to improve the general health.

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It is the only one with an adjustable tilting follower operated automatically by a drop or hinged front.

An exclusive patented feature which effectually overcomes the only objection to Vertical Filing.

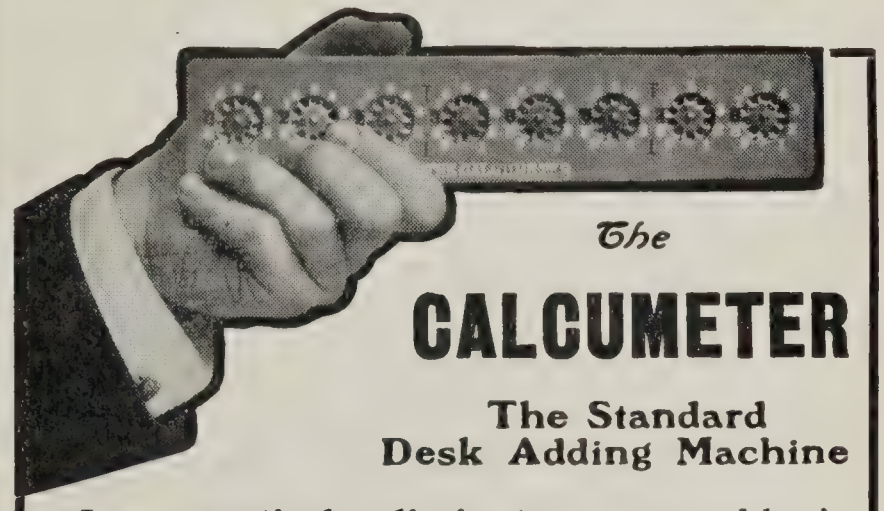
For rapid and convenient reference it is guaranteed to excel all others or no sale. Shipped on approval. Freight paid. No advance payment. Keep it if you like it or have us take it away free of all expense to you.

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CALCUMETER

The Standard Desk Adding Machine

Its use ***entirely eliminates*** errors and brain fag. Used in ***direct connection*** with the figures to be added ***without leaving your desk.*** Invaluable for totaling trial balance items. Automatic carrier. Guaranteed for two years. Costs from $15 to $30, according to capacity. Small monthly payments accepted.

G. A. HEPINSTALL, Accountant,
Washington, N. C.

DEAR SIR: I have used a number of different makes of adding machines and have seen nearly every kind on the market, and I can state that for the bookkeeper, accountant or all-around office use the Calcumeter is the best of all. Multiplication, etc., can also be performed on the machine as quickly as on the higher-priced machines, and when you look at the Calcumeter you can see in a glance that it will last a business lifetime, without getting out of order. The operation is as simple as writing with a pencil, and does not tire the arm as the key and lever machines do. I heard a man say that he would pay $2.00 per week as long as he remained in an office rather than to be without it.

G. A. HEPINSTALL, Expert Accountant,

Write for Catalogue No. 3.

HERBERT NORTH MORSE

31 Green Building, TRENTON, N. J., U. S. A.

Each account is kept on a loose leaf sheet which shows an elongated punch hole at the top. Every day's checks and deposits are posted direct into the ledger. The leaves bearing a change are shifted to the right to expose the balance column. After posting the day's business, the new balances are extended and the old and new balances listed on an adding machine. The difference between these two totals should equal the difference of the day's checks and deposits. Many adding machines are now manufactured that will list and add two columns at the same time independently, thus enabling the book-keeper to list both balances at once. The advantages of this ledger if used in combination with the statement system are numerous.—*Trust Companies.*



Letters to the Editor



Letters intended for publication in this department must be signed in full by the writer's name, not necessarily for publication but as an evidence of good faith. Letters of more than 500 words will not be published unless of unusual interest and import to a sufficient number of our readers to warrant the space. Address all communications to the editor.

More Trouble for the Book-keeper

"Each sack had seven cats,
Each cat had seven kits."

"FRIEND BEACH": The cataclysmic demand of the junior partner of the wholesale grocery house on the already overworked book-keeper of the same (wailingly set forth by the latter in your June issue) that he forthwith open a "Cat" account, will no doubt stir the brethren to burn the midnight oil or the "short six" and thus help defray the expense of Jawn D.'s trip abroad.

The problem is a "teaser" and the fact that it has no "whiskers" serves but to make one put forth his best endeavors to grapple with it.

No pea-shooter is here required! Nor can the trusty and mayhap rusty putty-blower be brought forth from some long-forgotten and well-deserved resting place by a hand which has lost its cunning. No bootjack or flat-iron can, I ween, the difficulty solve.

Perchance some facetious one in the levity of spirit evolved from an undigested trial balance may arise to remark that the matter should be left to the arbitrament of the Grand Snark of the Universe, the Supreme Ruler of the Concatenated Order of Hoo-Hoos (Black Cats). Avaunt! Let the fraternity, ever ready as it is and has been in any and all emergencies, face the situation manfully and so banish this quibbling and categorical and catechising junior to the depths of the Cattegat on a Catafalque.

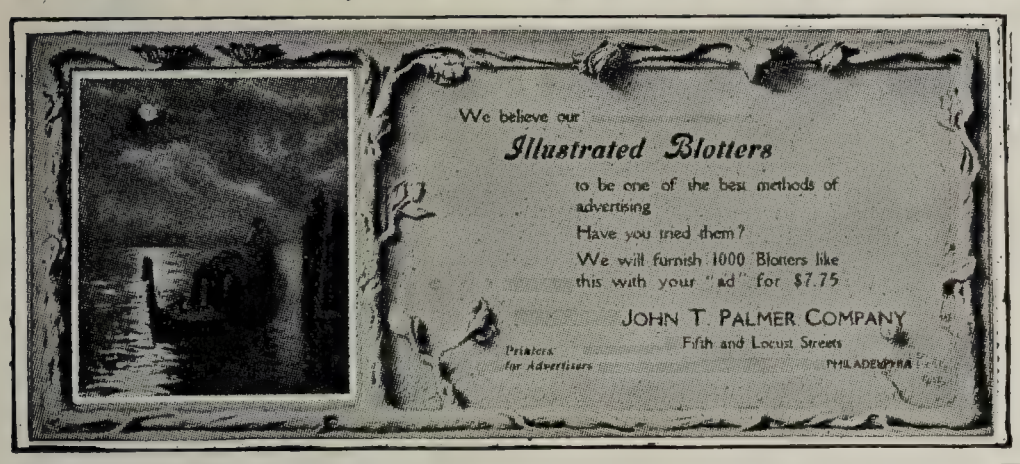
In my judgment, the proper designation of the account is "Junior." Not only in honor of its discoverer, but because the very title suggests "Boy"; and where is the grown-up boy who does not remember himself the sworn enemy of the whole feline tribe.

Then, too, as to classification, let the account by all means come under "Live Stock." For if live stock be cattle, and cats are cats, well, there you are.

And if Junior insists upon charging the account with all the meat and milk and catnip which are the inalienable birthright of cat-hood, then let our book-keeper, as he suggests, credit it with rodents destroyed and loss prevented.

Further, the kittens (if any) should be

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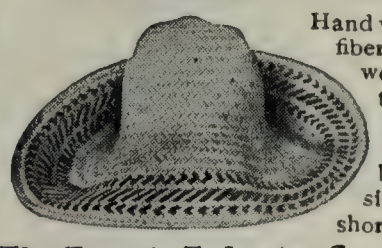
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Relief from Hay Fever

Write today for FREE SAMPLE of our Remedy. Never fails. Mention this paper.

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It Does Away With Trial Balances

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sold to other wholesalers; and should there at any time a glut in the market ensue and the taking off of the surplus be accomplished in the manner most in vogue among American housewives, then I affirm that the "stock watering" should be done through the medium of this account.

In passing, should at any time an "error creep into" this exactly regulated office, then should the entire staff, in the words of the immortal Captain Corcoran, declare, "It was the Cat."

THOMAS.

The Cashier's Romance or the Lost Balance.

TO THE EDITOR: You can inform the much-troubled man who lost his financial balance because an eccentric customer lost his mental balance, that his balance will be either $76.50 or $56.70. Either amount is correct and will stand the test of proof. My method of arriving at the results above is by means of algebraic formula.

I am certainly glad that the insane person has been captured and placed in an asylum. He has been the plague of arithmetic students for a long time, as he is an old, old man. When asked his age he replied: "If to my age you add half my age, then add the year in which I was born, deduct the number of pin feathers in a three-day-old calf, multiply the result by the number of my grandchildren, and subtract a certain number, you will have my age."

The institution retaining safely this old man deserves the heartfelt thanks of the uprising generation, as they won't have to struggle with his eccentricities. It was not this old man, however, that developed the fact that there were four turnips in a peck through being told that in music there were four beats in a measure.

Trusting that our common friend may now adjust his books in a satisfactory manner, and further trusting that the "old man" may be safely kept and well cared for, I am,

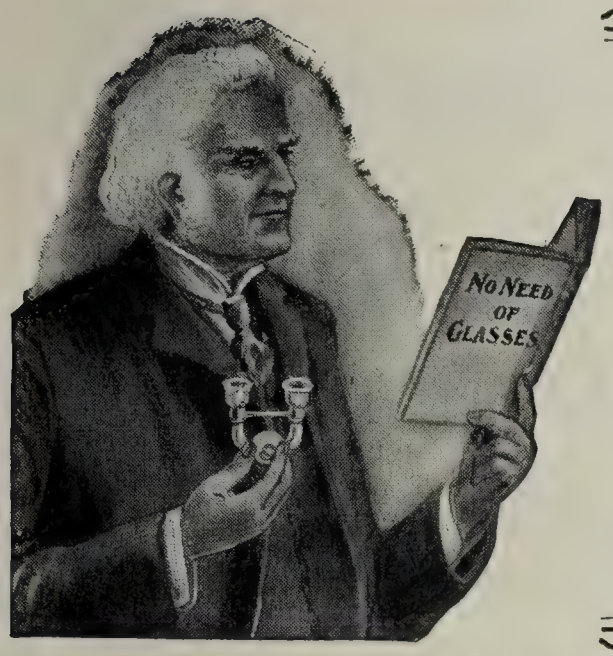
Yours truly,

M. W. ABBOTT.

Editor's Note.

Owing to the excessive duties incumbent upon Mr. Townsend on account of the closing of Congress, no contribution from him appeared in the July number of THE BUSINESS MAN'S MAGAZINE. His second installment on the Rebate Question, which was scheduled for July, appears in this issue.





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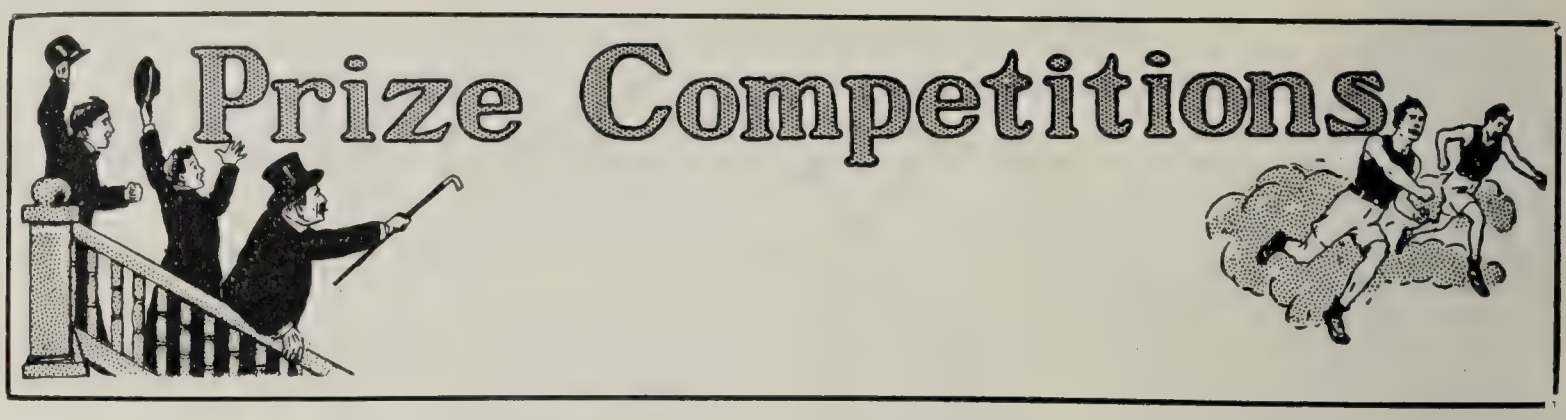
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Competitors must sign their articles and give address—not necessarily for publication but as an evidence of good faith.

Competitors are requested to send their photographs, carefully marked. All forms should be drawn on separate sheets and carefully numbered. Write on one side of the paper only. Address everything, Competition Editor.

Hezekiah Stimson's Code Word

By E. HENDERSON

A SUBSCRIBER to The Business Man's Magazine, who is a public accountant practicing in the northwest, was recently called in to determine the condition of a deceased merchant's estate from the records kept by him.

These records were by no means up-to-date, conveniently arranged, or efficiently devised. They were, in fact, a heterogeneous jumble of papers in all stages of confusion, such as would be naturally supposed to result from the personal supervision of the common enemy of mankind.

When, however, a small book, labeled Bills Payable, was discovered the sublime pinnacle of difficulty from an accountant's standpoint was at last reached. According to this bill book, there were eight notes outstanding due to persons not indicated therein, and these notes and the payments on same were entered, not in figures but in code letters. Each note was apparently of the same amount and each note was partly paid by instalments of the same amount each, although the number of instalments paid differed.

Note 3, for example, was represented by the following account:

January 1st.....	$I R H U O N
First payment.....	U O N I R H
Balance	H U O N I R
Second payment.....	U O N I R H
Balance	R H U O N I
Third payment.....	U O N I R H
Balance	O N I R H U
Fourth payment.....	U O N I R H
Balance	N I R H U O
Fifth payment.....	U O N I R H
Balance	U O N I R H

It will be seen that this note is intended to be paid in six equal instalments, the last of which is still due, but the code word evidently consisted of 10 letters.

We believe that some of our ingenious subscribers can easily figure out this lost code word and thus earn the gratitude of a professional man who finds himself in circumstances of exceptional difficulty.

We cannot, of course, offer a prize for more than one correct solution, but the first received will be awarded the sum of $5.

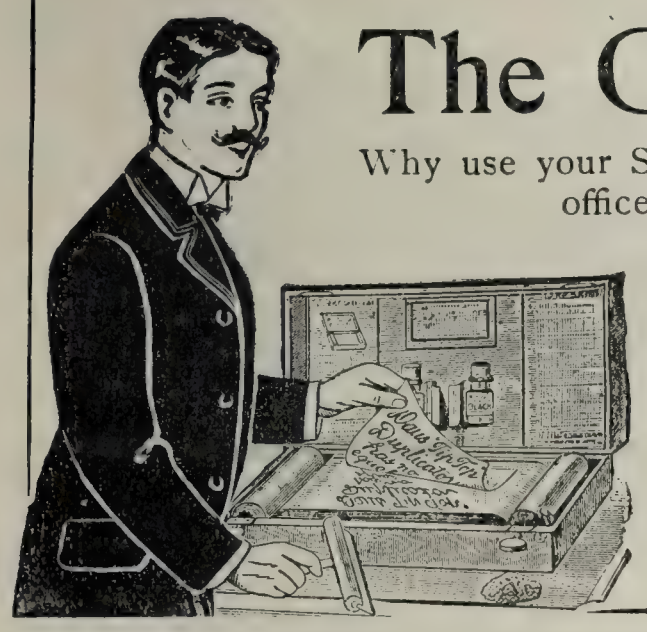
Solutions should be addressed to the Competition Editor and marked "Urgent."

A New Partner.

To the Editor: I have been in business in this city for the last 25 years (merchant tailoring), and am now considering the advisability of taking in a partner, not on account of the capital he can invest but because of the value of his services to me in the business. I want to put a chain on him so that he cannot run away.

My business is very well established, has the good-will of the whole community, is kept well advertised in the local papers and has the reputation of doing the square thing with all our patrons.

I own the building in which I transact business on the first floor; the value of the real estate is about $30,000, and the floor I occupy would rent for $100 per month. My assets in the business amount to about



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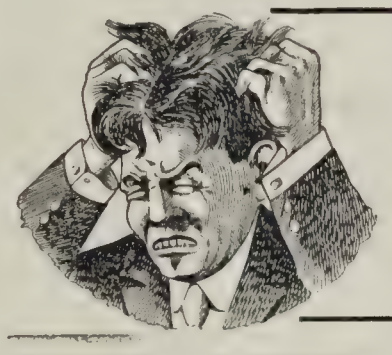
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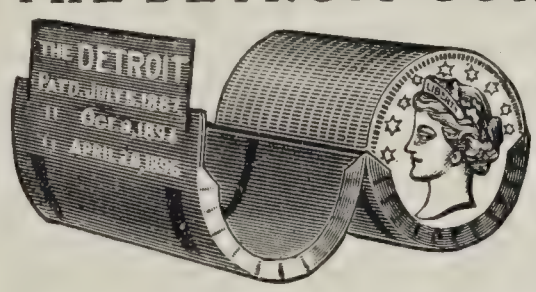
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a great help. This is the most unique trade magazine in America. It is the recognized organ of the tea, coffee, spice and fine grocery trade. Each issue is chock full of valuable information on tea, coffee and spice culture. There are also departments devoted to **"System in the Tea and Coffee Business," "Store Management and Window Dressing," "Salesmanship," "Profitable Advertising,"** etc.

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Kindly give me an idea as to what would be a suitable and equitable partnership adjustment. On what basis should my partner be admitted? What interest should he receive in the business?

Am I entitled to be paid for advertising matter on hand and what has been used for the last 12 months, for good will, etc.?

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R. Montgomery's Investment—	
Merchandise and Accounts Receivable,	$8,500
Cash,	500
Advertising Materials on hand,	175
Store Fixtures, Tools, etc.,	600
	$9,775

For the best answers to Mr. Montgomery's inquiry we offer a first prize of $10 and a second prize of $5.

Address all communications to the Competition Editor.

This competition will close August 10.

Standard Prize Competitions.

We are desirous of obtaining a comprehensive article on accounting methods and systems in connection with the carriage and wagon manufacturing business and their related industries. We mean by this that a carriage manufacturing company may purchase its spokes, axles, etc., of independent companies. We wish to obtain an article covering the whole process of manufacture.

Articles submitted must be illustrated by examples of forms used. These forms need not be elaborately drawn as they will be re-drawn in our standard size and style by our special artist.

Articles submitted may be accompanied by photograph and biographical sketch of the author, together with photographs in connection with the plant that will convey to the readers of THE BUSINESS MAN'S MAGAZINE a fair idea of its magnitude and general plan.

For the best article submitted we offer a prize of

FIFTY DOLLARS.

This prize will be awarded on the basis of the accounting merit of the article submitted.

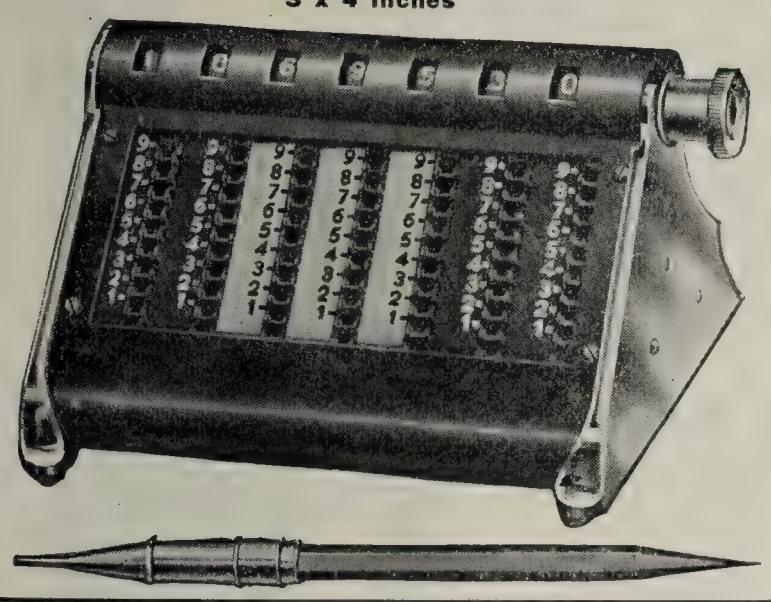
All articles sent in will become the property of The Book-Keeper Publishing Co., Ltd., to be used for publication, if desired, in which case additional prizes will be awarded the authors of acceptable papers.

In addition to the above we will give two prizes of $20.00 and $10.00 respectively, for the two best articles descriptive of good book-keeping and cost systems for the following lines of business:

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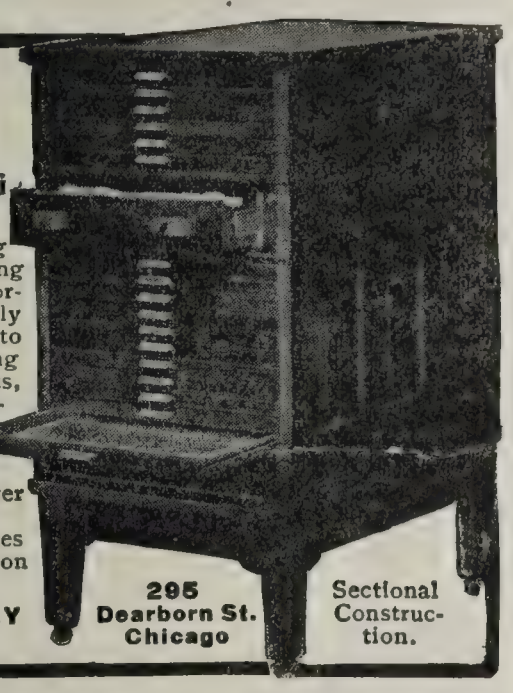
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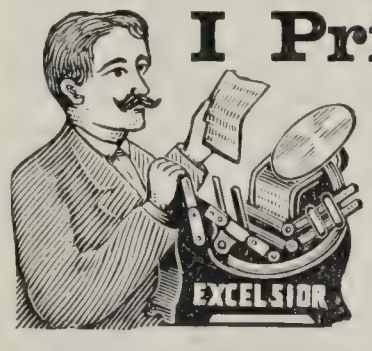
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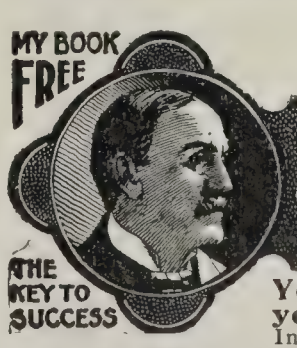


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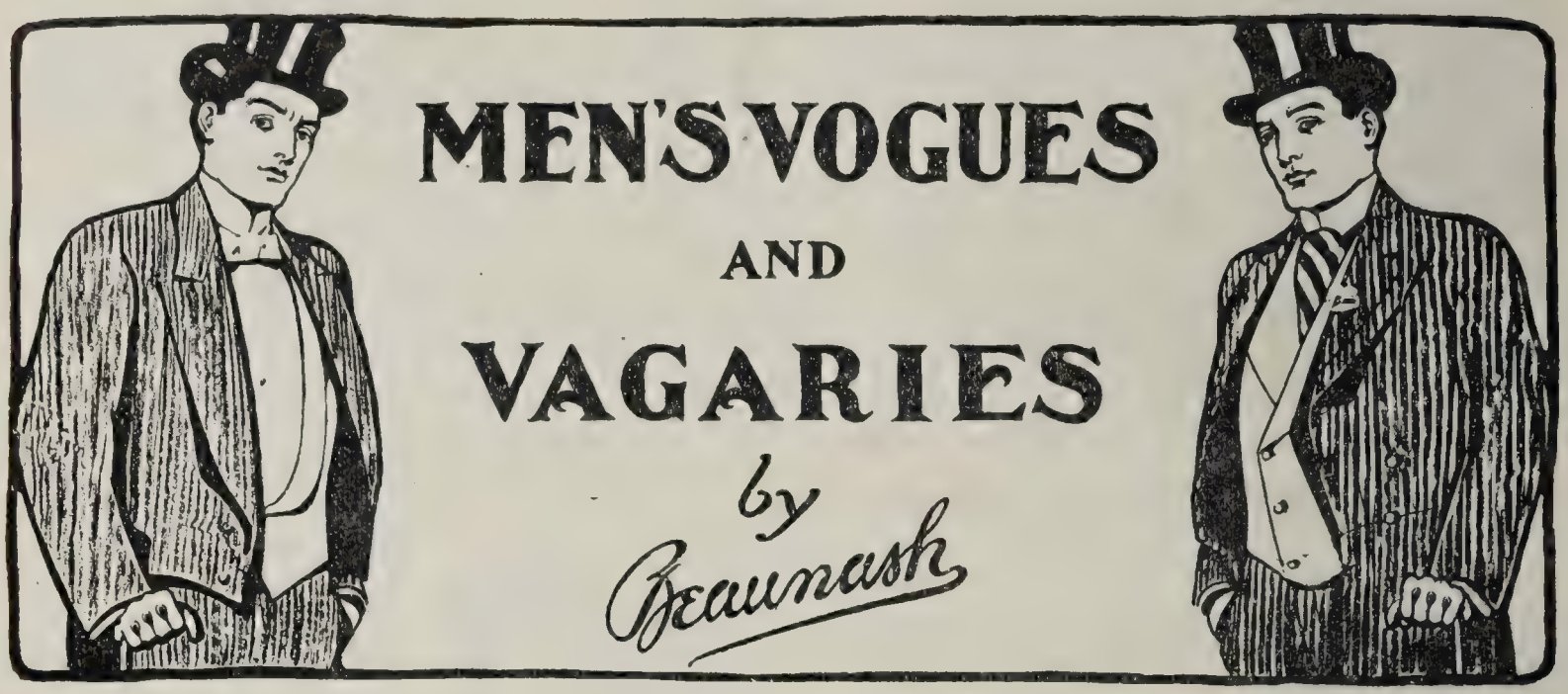
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HERE I asked to name the predominant characteristics of summer dress, I would say—looseness and softness. Fashion taboos everything stiff and starched, the loosest cut and the softest fabrics being indorsed. This applies not only to the essentials of dress, but equally to the incidentals. Flannel, homespun, tweed, serge and featherweight worsted, lined as thinly as possible, are the materials most countenanced, and with them go such cool accessories as knicker drawers, athletic shirts, low-cut shoes, soft straw hats, jackets with sleeves slit and left open at the bottom, shirts with folded-back cuffs, belts of silk webbing, tub ties, leather garters and the like. To dress fashionably, one must dress comfortably and, indeed, the more one's clothes suggest having just "run up to town," the more do they chime with the spirit of the mode.

Flannels are again in high favor and lighter, cooler colors than before are worn. The pockets are patched and the lapels are very deep and unpressed. Owing to the excessive popularity of the waist-high center and side vents in the back of jackets, the fashionable summer model is now made without vents. Trousers are cut roomy and, of course, with belt loops, the buttons for suspenders being placed on the inside.

Evening clothes are, to be sure, of less importance in summer than during cold weather, but are, nevertheless, much worn at the seaside both while dining and dancing. If one cares to distinguish between the evening suit for winter and the evening suit for summer—and every man who prizes comfort should—one will choose a thin, light, unfinished worsted, cut with more roominess than the winter suit and fitting less snugly over the back and waist.

Just on what occasions it is correct to wear the Tuxedo suit has long been a much debated question. Many contend that if the Tuxedo is an informal garment, it is wholly out of place at formal dinners and dances. The mark of distinction between a formal and an informal gathering is the presence of women at it. Therefore, those who appear in hotel dining rooms and on hotel verandas at the seashore and also at the casinos to dance, show the best taste if they recognize the ceremoniousness of the occasion by wearing ceremonious evening dress, that is, the swallowtail and its accompaniments. In England, from which we derive many of our modes in men's dress, the wearing of the Tuxedo suit, except at the club, stags and family dinners of a very intimate character, is deemed ill-bred and that view has come to be accepted very generally in the United States. Owing to the fact that the Tuxedo, an admirable suit for its purpose—lounging of an evening—was worn generally at any function, ceremonious or unceremonious, it has latterly lost caste and is now confined by the best social usage to those occasions for which it was originally intended.

The same rule applies to the opera hat. This was designed purely and primarily for the opera and the play, but the promiscuous wearing of it on all occasions in the evening, soon proved its undoing and it was promptly relegated to its former place, the theater. For general formal wear, day or



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Will Outwear Three Pairs of the Other Kinds.

Most dealers sell them; if yours does not we will send a pair direct for 50 cents postpaid. In regular and extra lengths, light and heavy weights and youths' sizes.

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evening, only the good old silk hat is approved by men who can lay claim to social standing. If one wears the Tuxedo suit in summer, a silk or opera hat never accompanies it. The proper head-covering is a black derby, a black Alpine or a split straw with a black ribbon.

Patent leather pumps with the flat silk bow are worn this summer, not only for dancing, but also at many small assemblies. The approved evening boot for general wear still has cloth, not kid, uppers and no toe cap. The absence of the cap gives the foot slenderer and trimmer appearance. Black silk hose with white side clocks conform well to the simple black-and-white scheme of evening dress. Though many men wear the wing collar on account of its greater comfort in summer, there is not a bit of question that the poke or lap-front looks much more distinguished. Moreover, the wing is really a morning collar, whereas the poke and lap-front are set apart for formal afternoon and formal evening use.

The newer white evening waistcoats—black waistcoats are no longer worn—are cut without pockets. This enables the waistcoat to be laundered much more smoothly, and anyway, the waistcoat pockets are never used and therefore are quite superfluous. The waistcoat to accompany formal evening dress is cut "U"-shaped in the front, while that to go with the Tuxedo suit is cut "V"-shaped. The white waistcoat used to be very generally worn with Tuxedo dress, but because of the fact that white belongs more distinctly to ceremonious evening dress, the grey waistcoat has been substituted for the Tuxedo.

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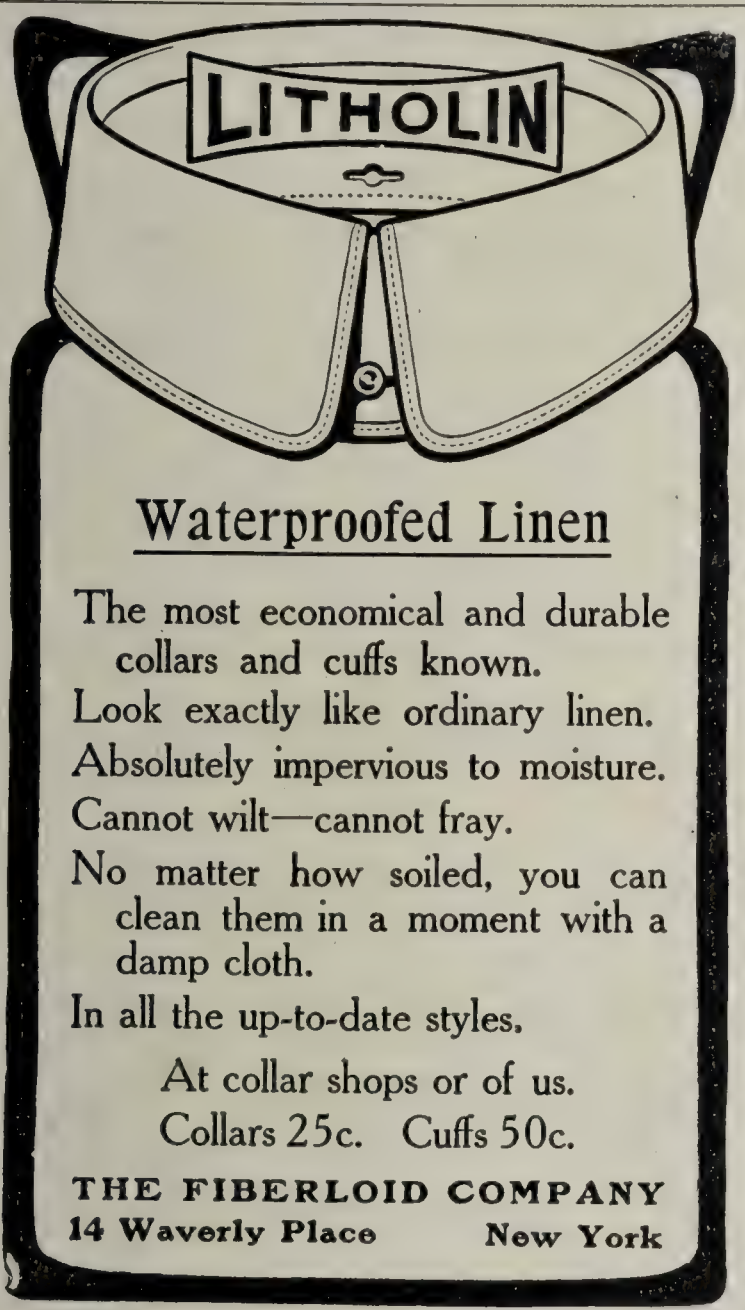


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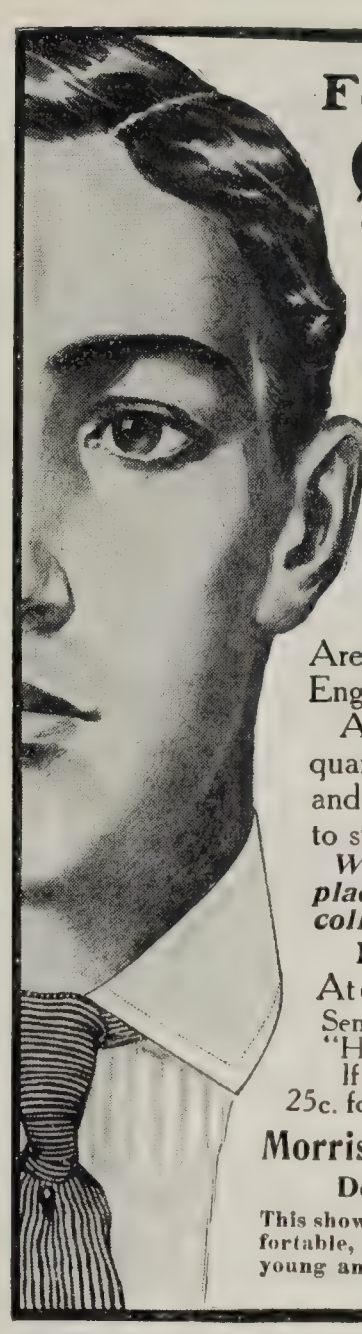
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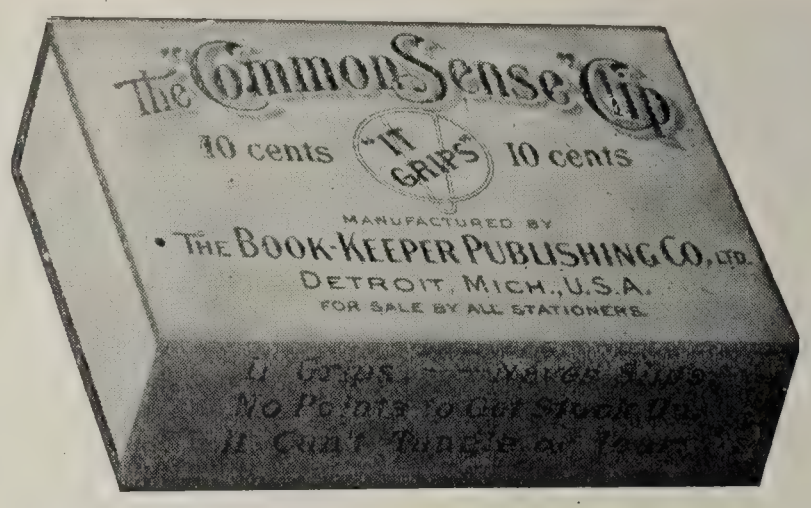
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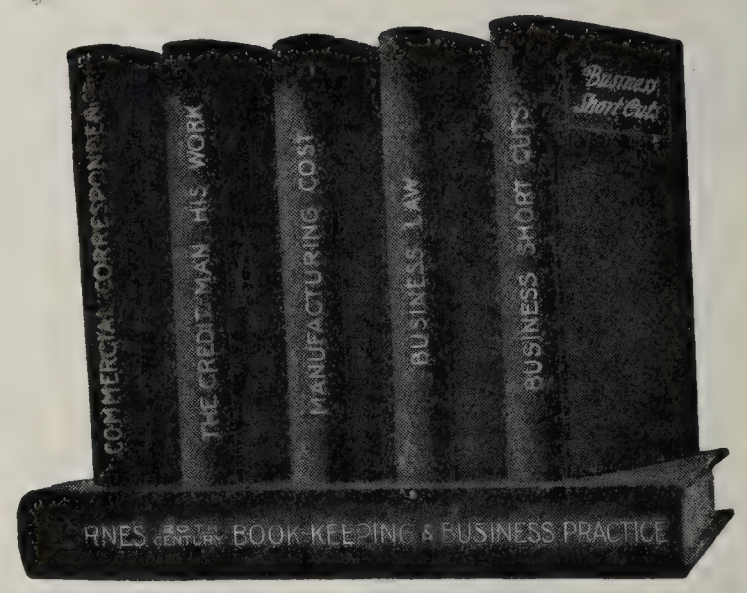
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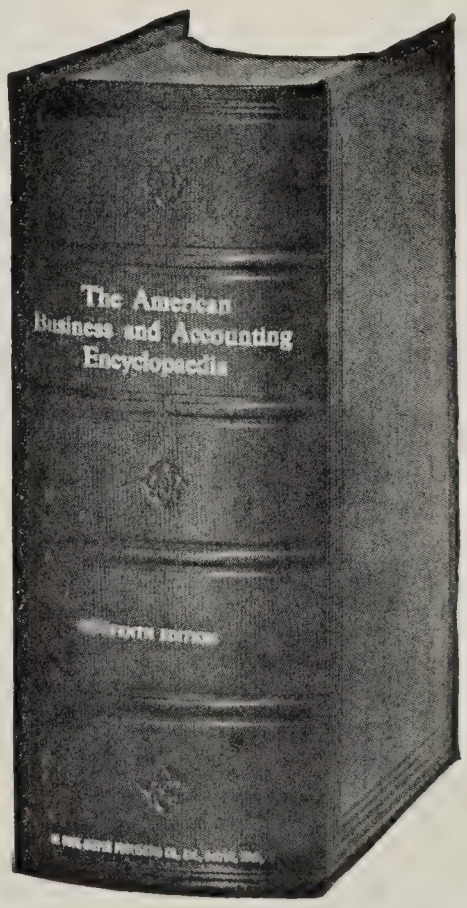
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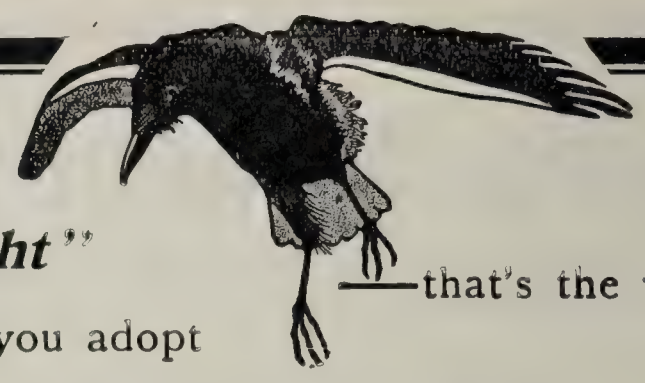
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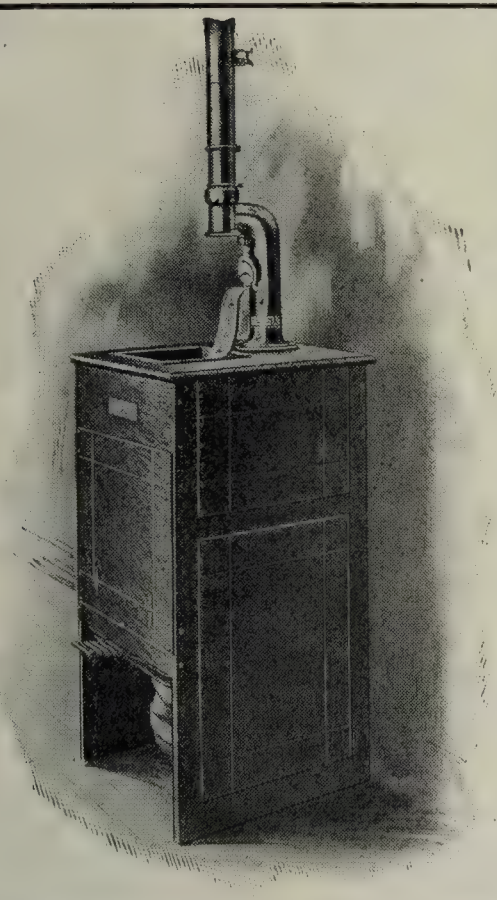
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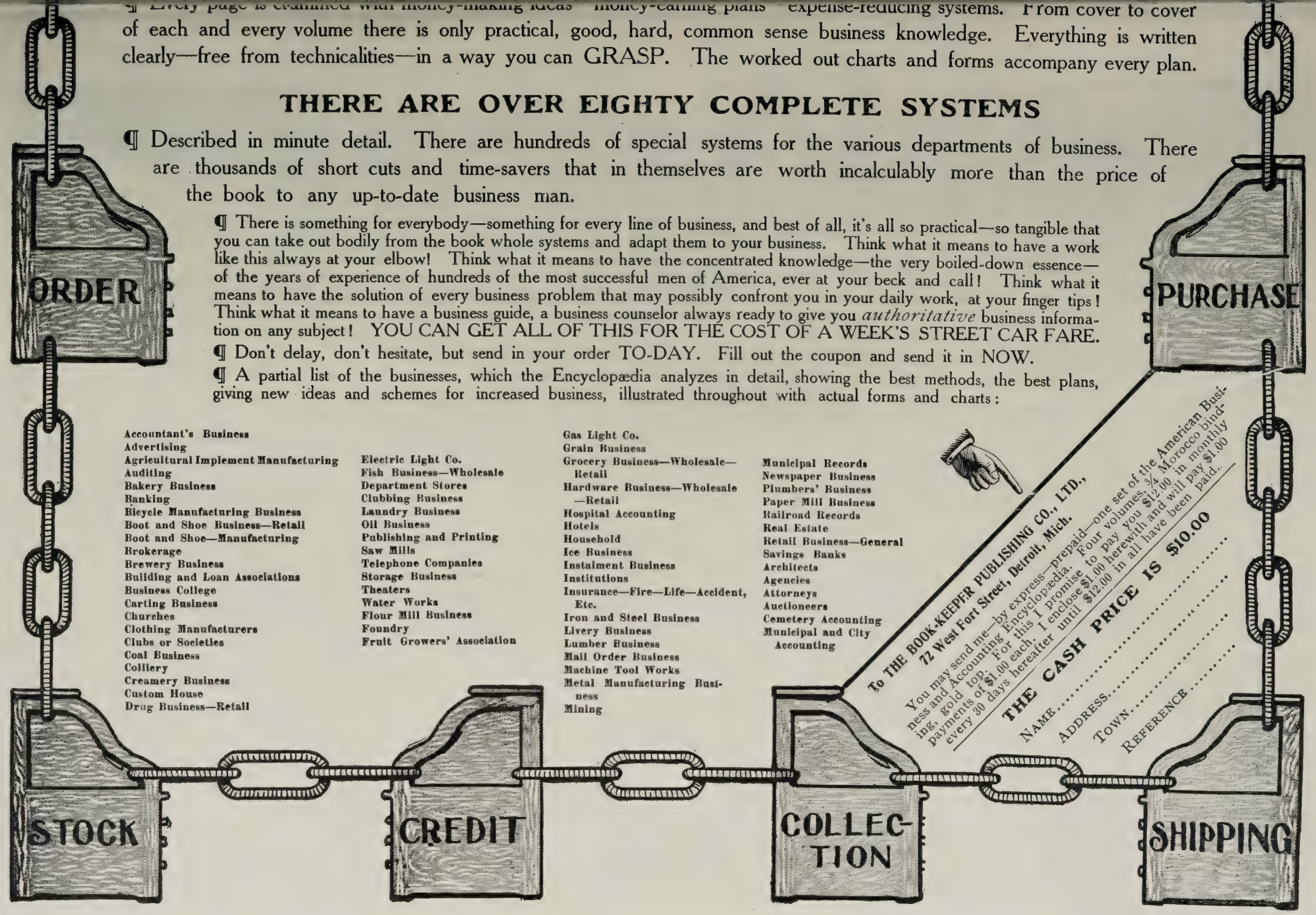
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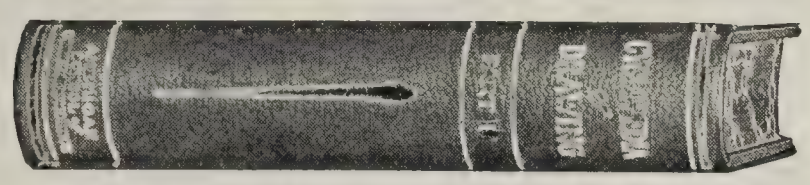


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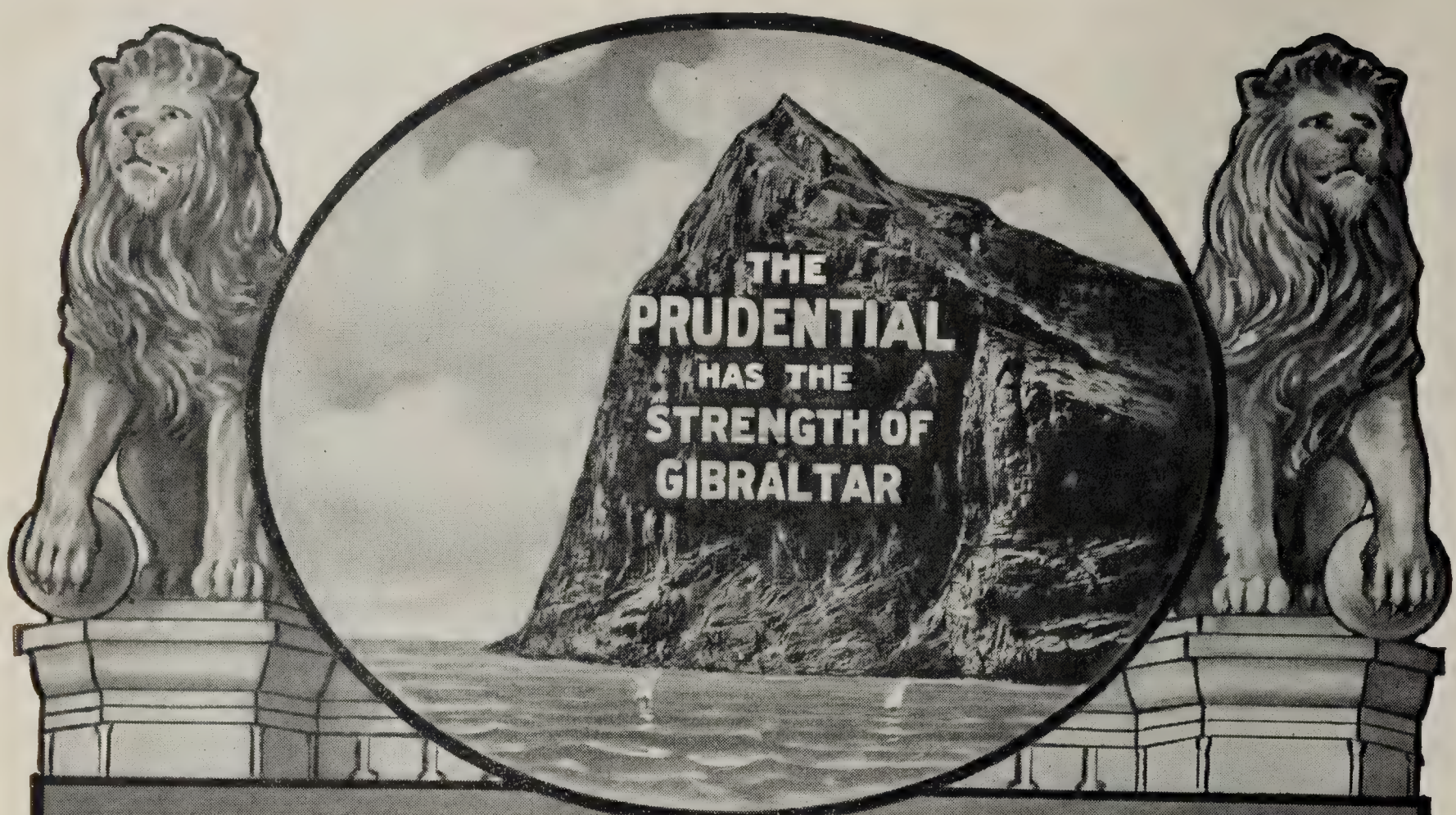
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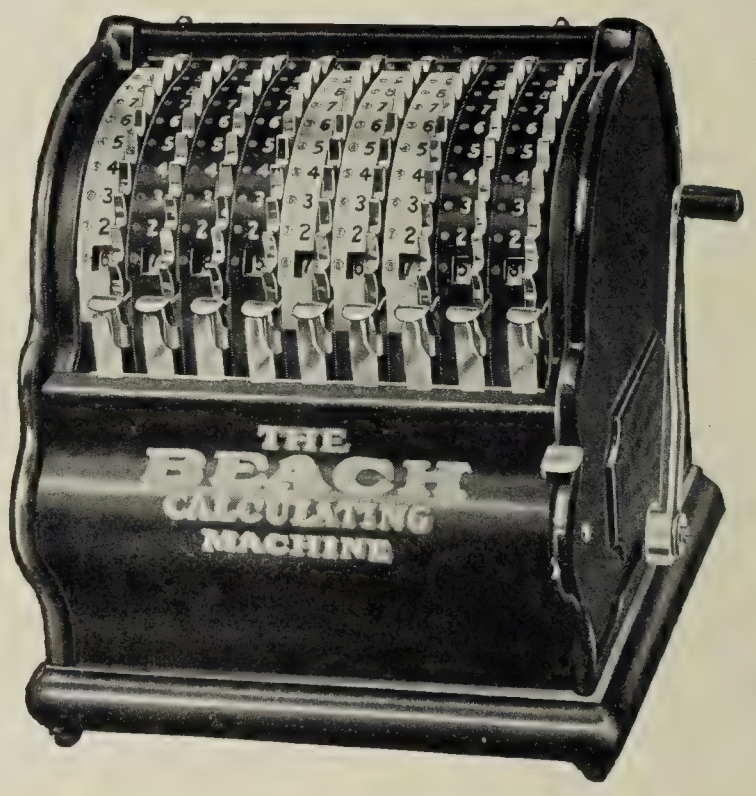
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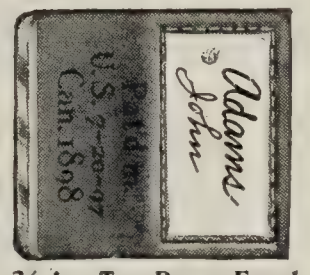
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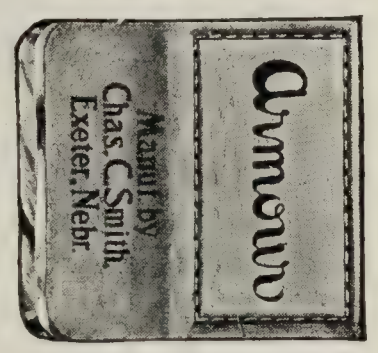
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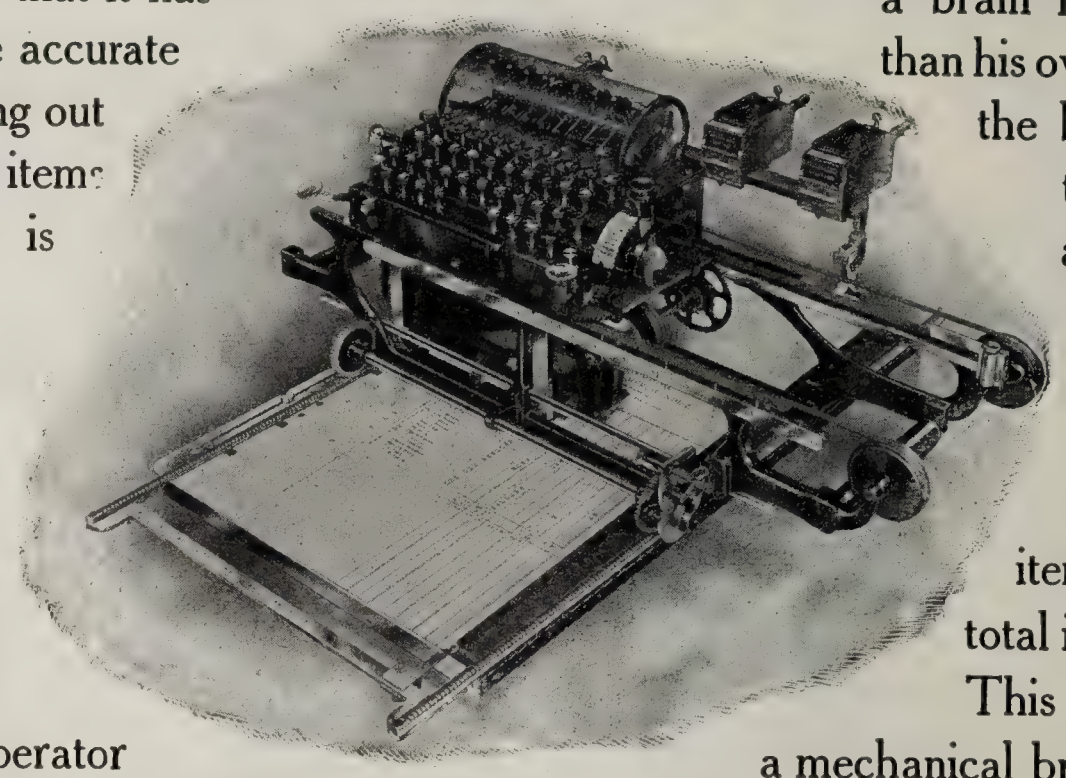
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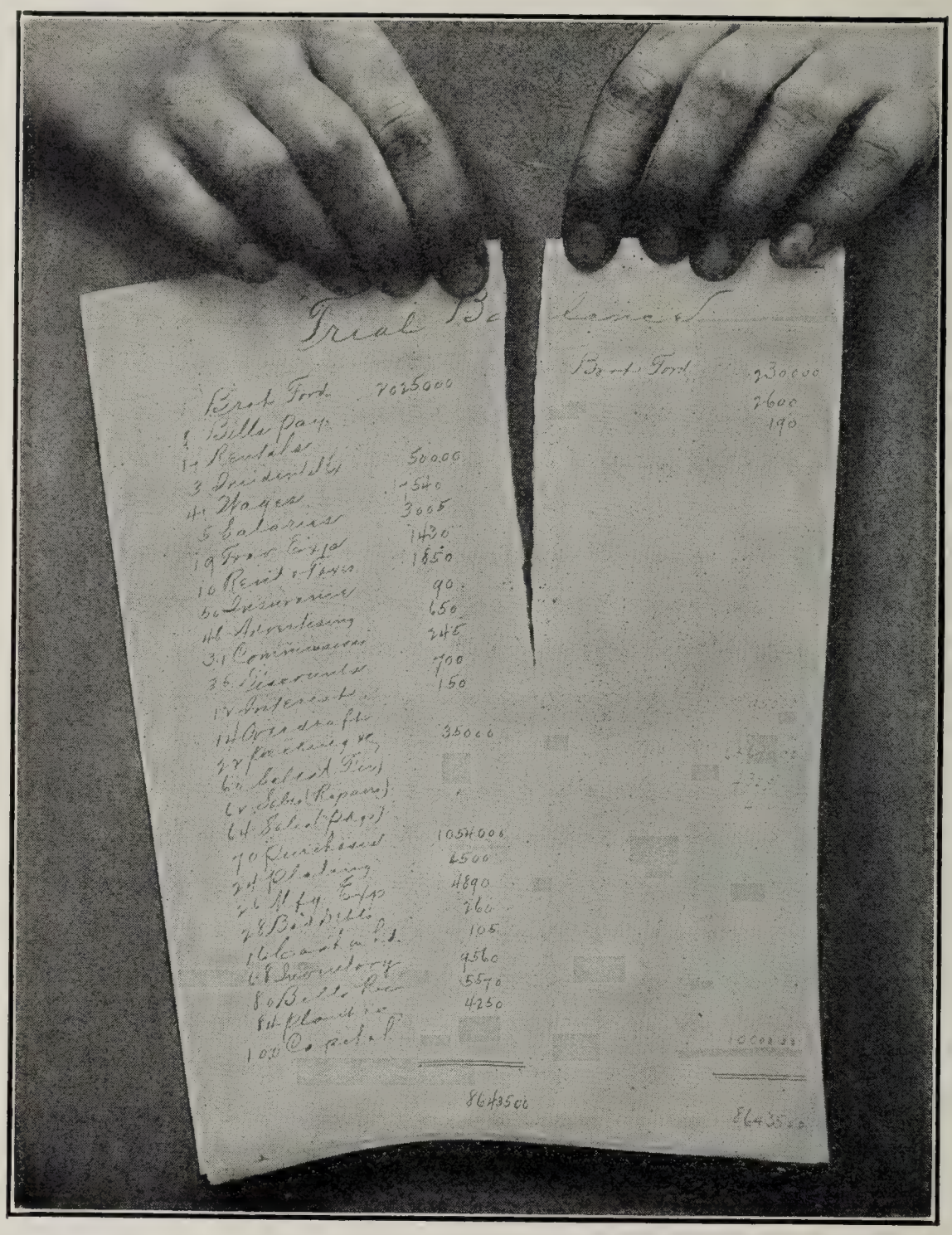
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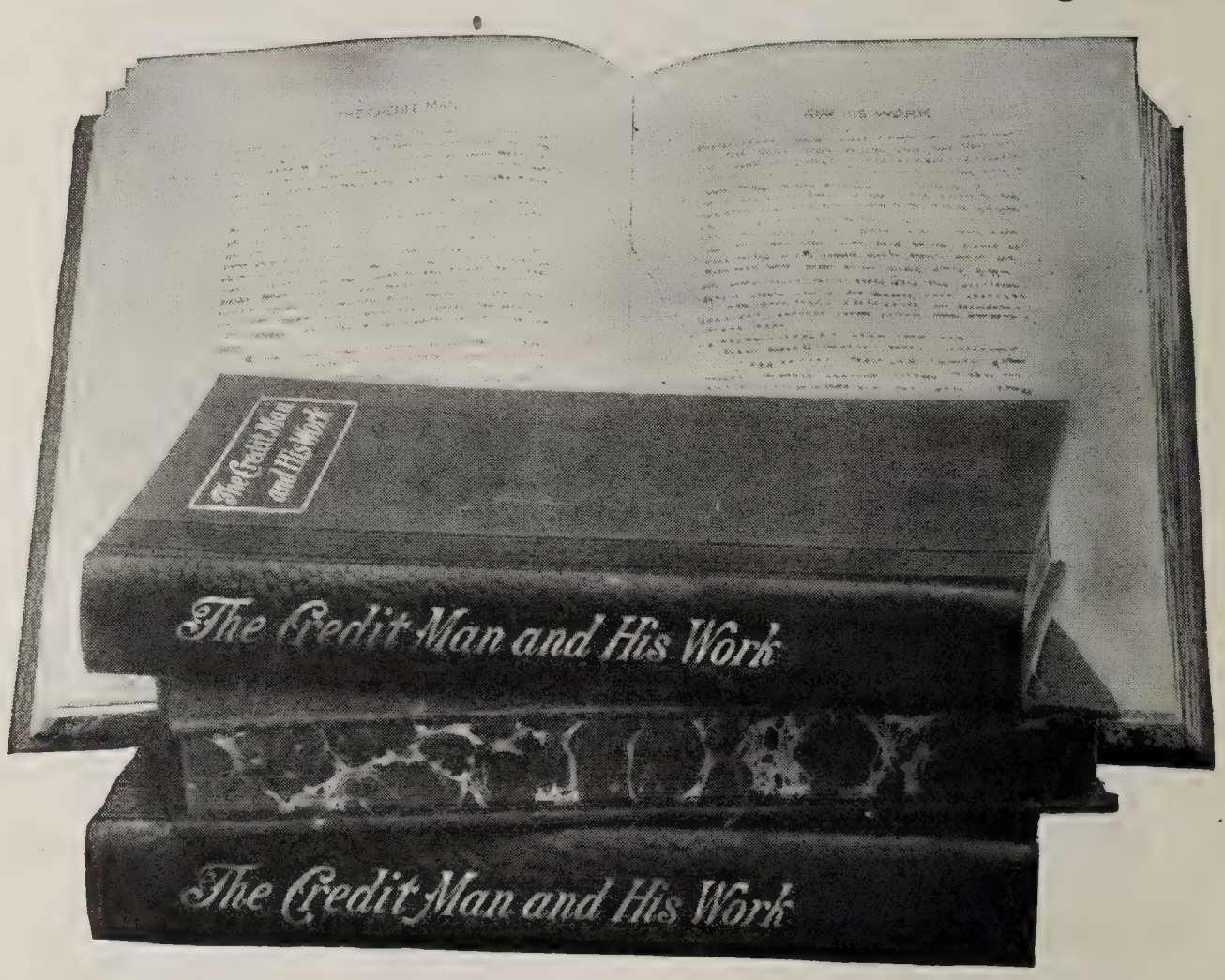
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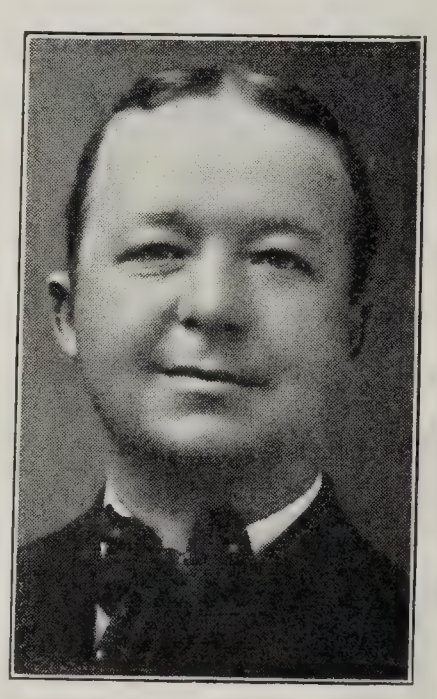
How to Become an Expert Reporter

DUDLEY M. KENT, OFFICIAL COURT REPORTER OF THE THIRTY-SECOND JUDICIAL DISTRICT OF TEXAS, ADVISES BEGINNERS HOW TO BECOME EXPERT IN SHORTHAND

By DUDLEY M. KENT,
Official Reporter, Thirty-second Judicial District of Texas.

IN replying to the above proposition, I am going to assume that the reader knows nothing whatever of shorthand and I shall write on that assumption.

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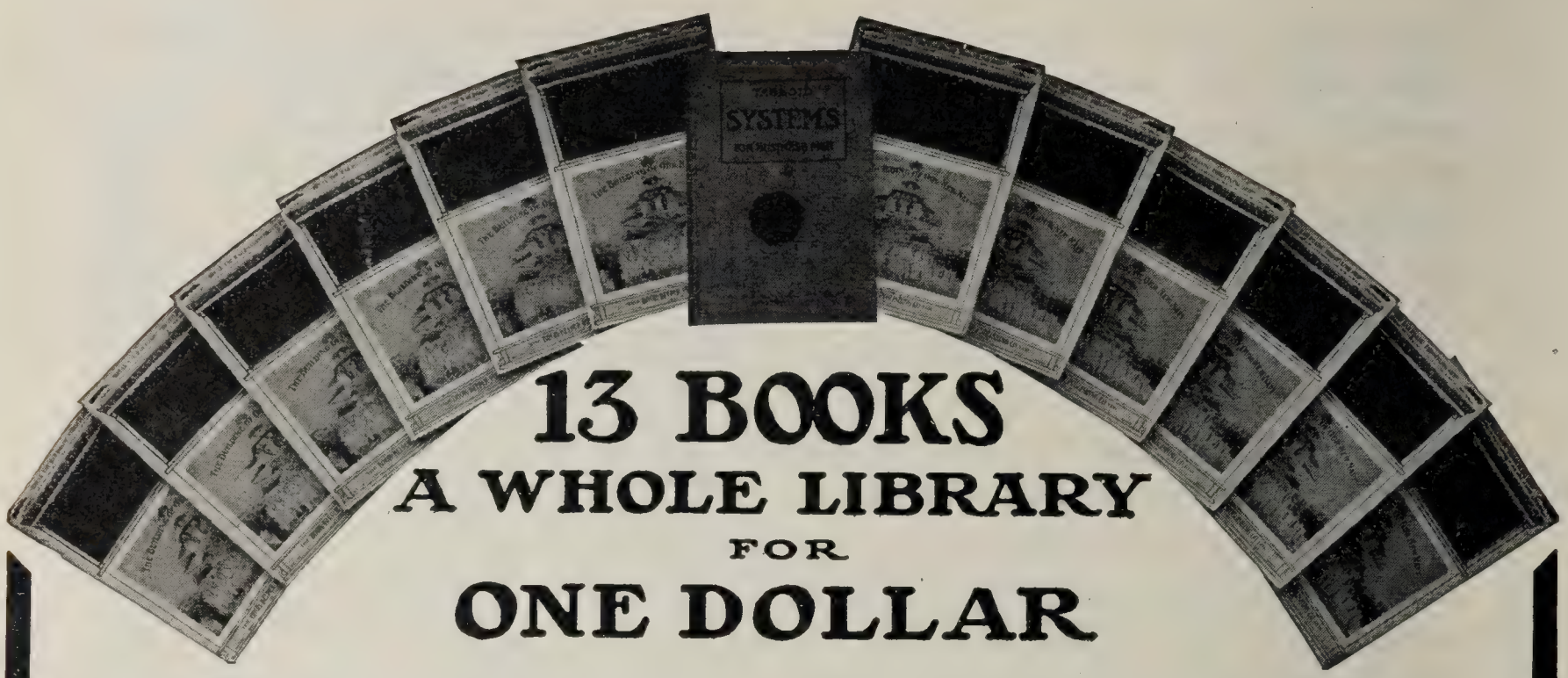
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The above is taken from a letter written by Dudley M. Kent to R. H. Ballinger, Honey Grove, Texas, who wrote him requesting his opinion of Success Shorthand. Mr. Kent's headquarters are at Colorado, Texas. The following is a reproduction of a page from Mr. Kent's journal showing his earnings in a single month:

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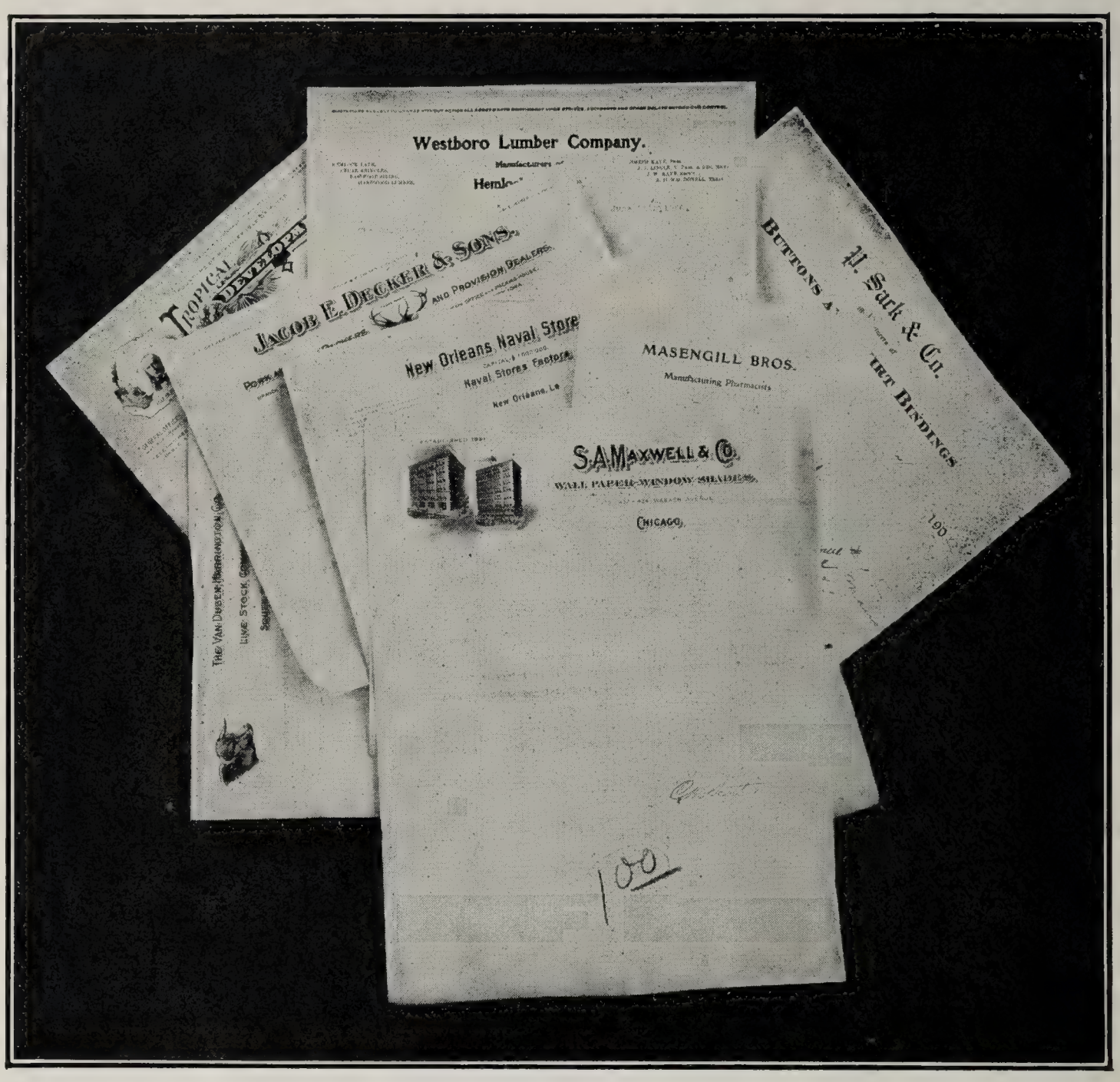
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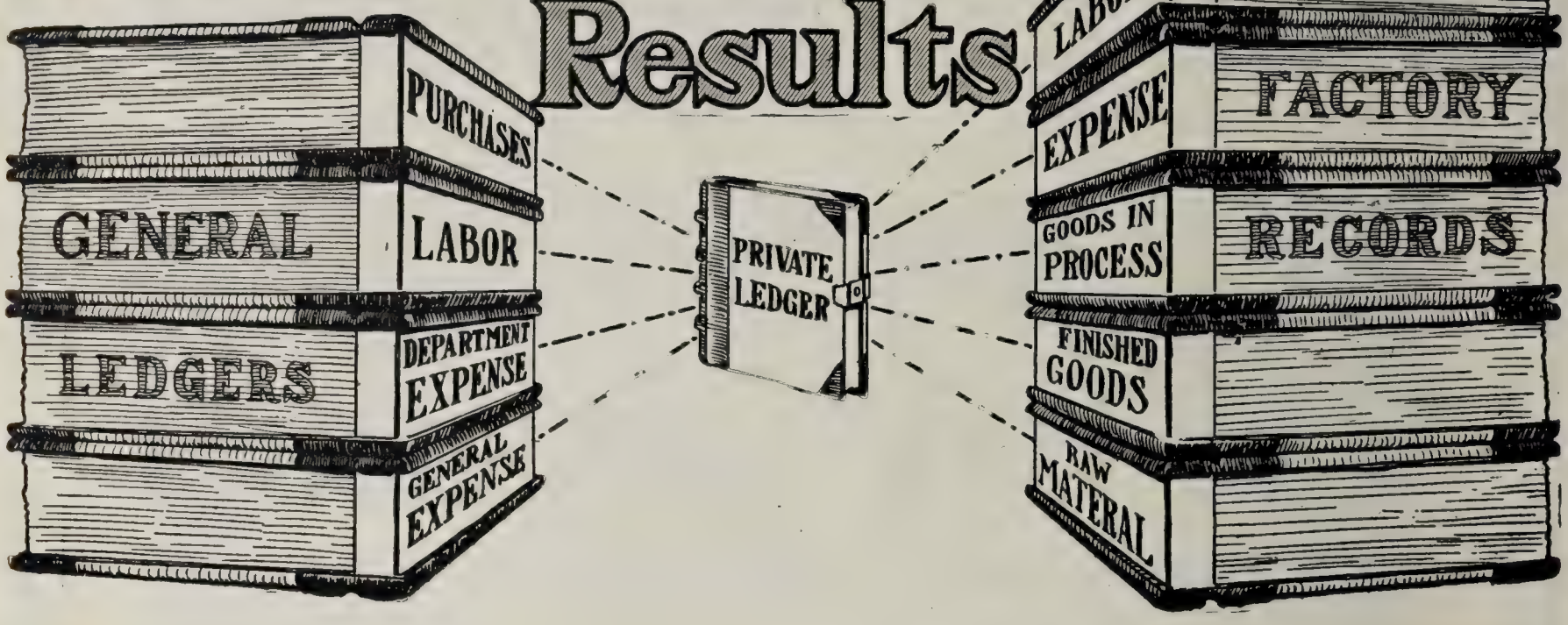
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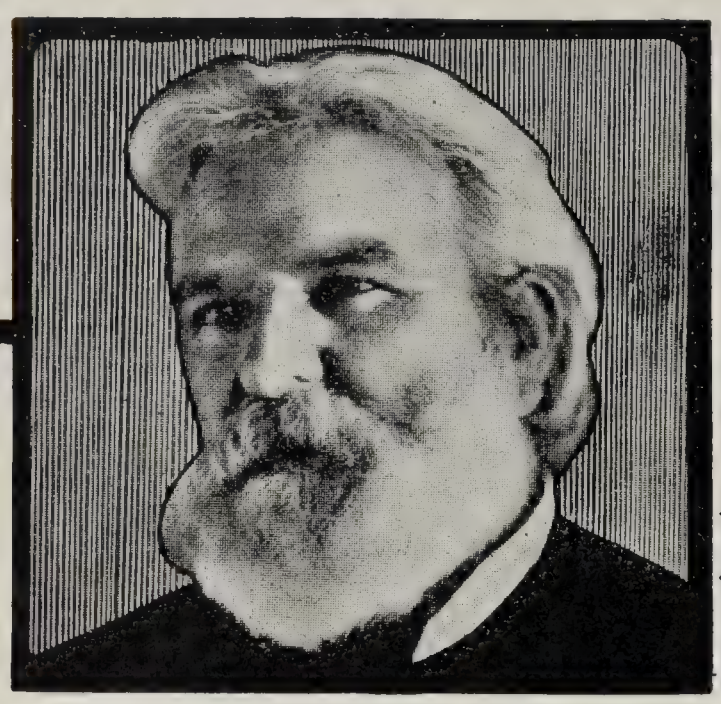
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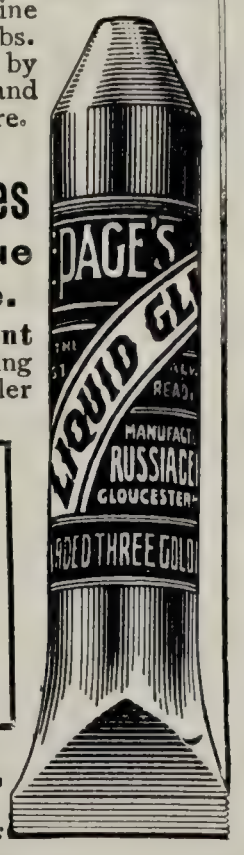
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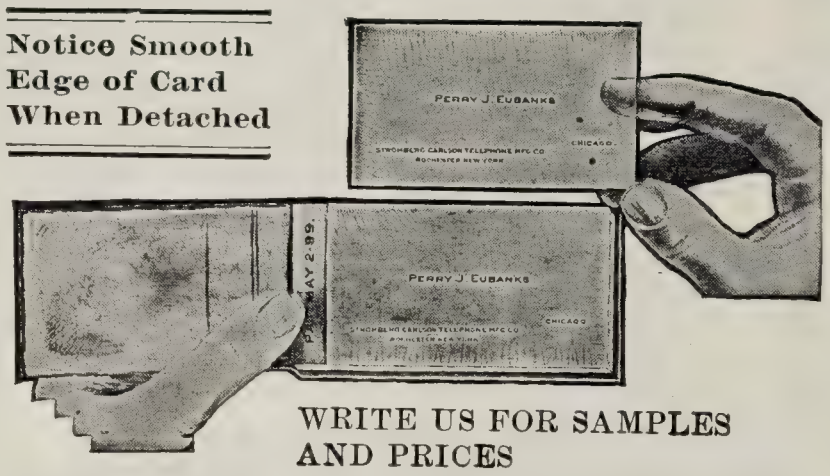
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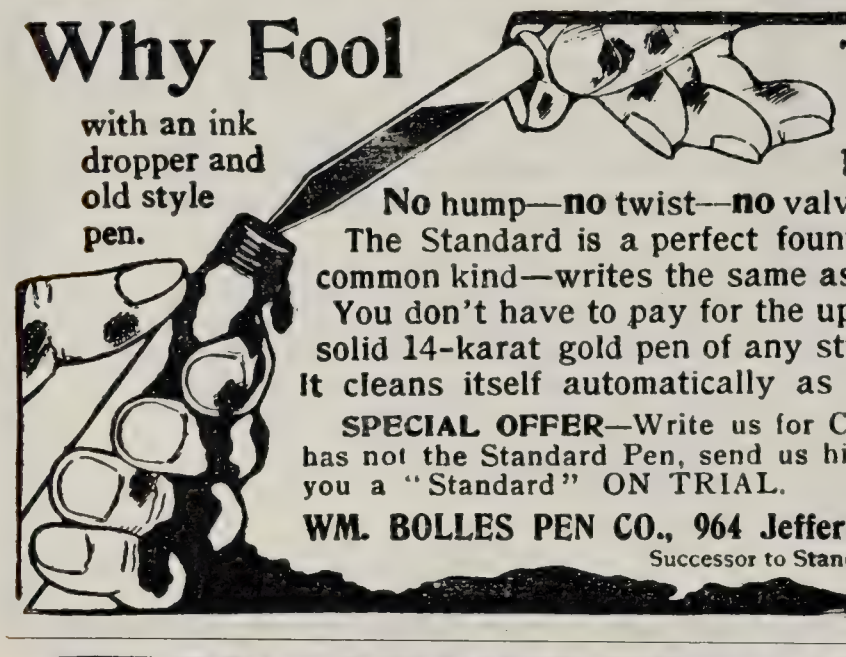
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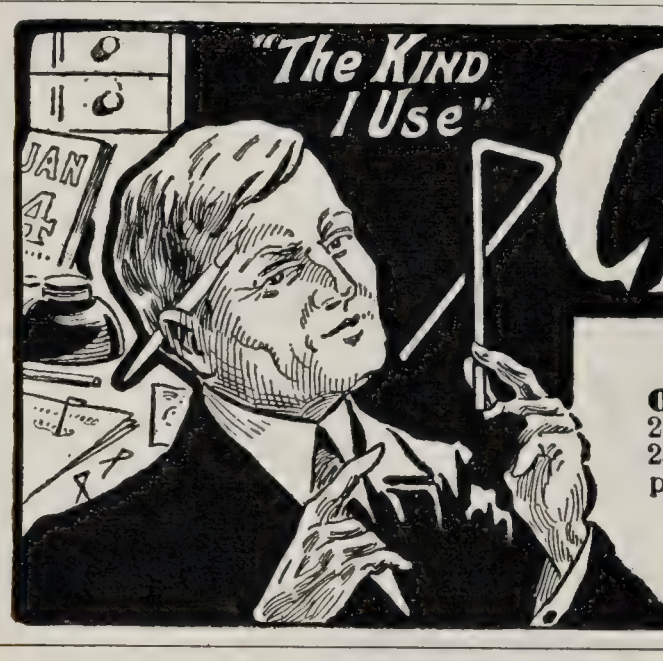
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I have no sovereign plan for preventing all this waste.

But this is what I can do:

I can offer you, if you wish to reach manufacturers, a solution of *one* of your troubles, and a preventive of some of your waste.

There are 20,000 heads of manufacturing concerns (and no others) on the list of

American Industries

If you will advertise in this paper, you shall pay not one cent to reach office boys, or typewriter girls *or anyone except possible customers.*

That is a pretty good proposition, isn't it?

"Yes," you say, "If it is true."

Well, what I will do is *prove it!*

Send me your name on a postal, and I will give you all the detailed information you can possibly want, together with ample proofs that the paper is paying other advertisers handsomely.

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American Industries,

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WHY
Pelouze Postal Scales are Superior to Others

¶ The *Index* starts at the top instead of at the bottom, consequently you don't have to stoop to read the dial, as in other makes.

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¶ The *Upright Dial* has a curved face so that the index travels concentrate with the dial, and is always easily read.

¶ There is no tedious manœuvering of a poise on a beam, as in the old style, but absolutely automatic.

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National,	4	lbs. by	½	oz.....	$3.00
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Star,	1	" "	"	.....	1.50
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¶ Beautifully finished in black enamel or nickel plate. Send for catalogue "P." For sale everywhere by leading dealers. Ask for *Pelouze* make and you will get the best that money can buy. Accept no substitute.

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Honest in price, service, material and workmanship—the only **real** typewriter at low price. It combines **universal keyboard,** strong manifolding, mimeograph stencil cutting, visible writing, interchangeable type and prints from ribbon. **Imperfect alignment impossible.**

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New York City Salesroom: 1364 Broadway

TYPEWRITERS

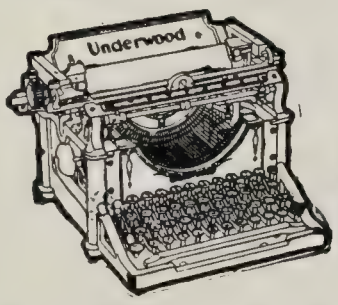


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FIRST-CLASS VISIBLE FOR $10

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ALL STANDARD MAKES
$15.00 to $65.00

Most of these machines have been only slightly used—are good as new. Shipped on approval. Don't buy a typewriter before writing us. We will give you the best typewriter bargains you ever heard of. **McLAUGHLIN TYPEWRITER EXCHANGE, 606 Olive St., St. Louis, Mo.** We rent all makes of machines and apply rental on purchase price.

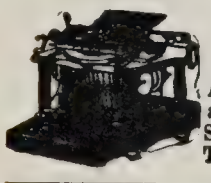
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FACTORY REBUILT AND REFINISHED

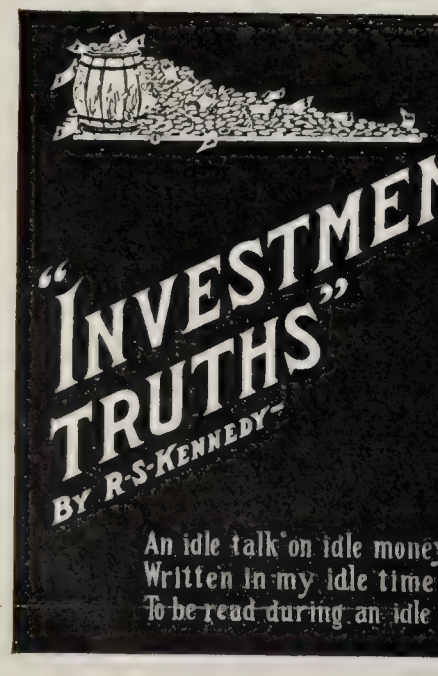
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FOR ALL MAKES OF

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IS WORTH WHILE

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American School of Correspondence, CHICAGO, ILL.

Mention Sept. Business Man's Magazine

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No. 12 VISIBLE

EVERY CHARACTER IN SIGHT ALL THE TIME



¶ This instrument is full of Labor Saving Devices, right up to the minute, including **Polychrome Ribbon Attachment**—writing in two colors, and **Variable Spacing Mechanism**—changing from one to six letter spaces.

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Factory and General Offices:

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The New Tri-Chrome Smith Premier Typewriter

puts in the red while writing your letters in purple copying or non-fading black.

The price is the same as that of all Smith Premier Models

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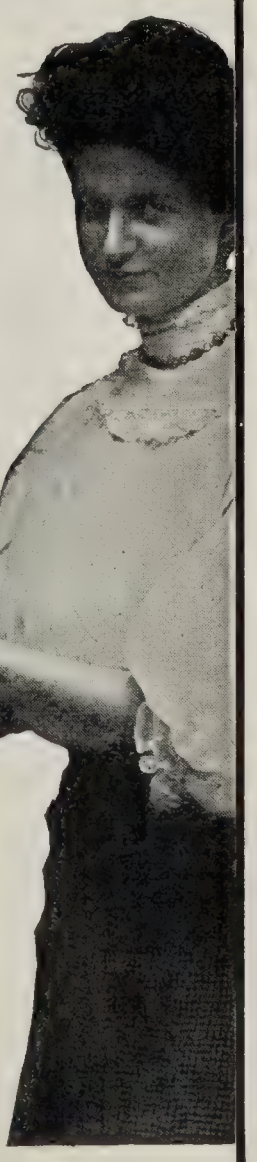
THE FEET OF THE TYPEWRITER

The machine shod with

Air Cushions

is practically

NOISELESS



¶ Have you heard of the Air Cushion Feet? They add to the life of the machine—to the **speed** and **ease** of operation. Have all good qualities. They pay for themselves each week in comfort—double your work with the same force.

¶ Do as others are doing and let us fit out all your machines.

PRICE BY MAIL, $2.00 per Set

If you are not satisfied after a trial, return them and get your money back.

THE TYPEWRITER PEDESTAL CO.

918 Hammond Building, Detroit, Michigan

SALES PROMOTION

A BOOK FOR THOSE WHO SELL THINGS

¶ Not all the selling is done by salesmen and saleswomen. Every man on earth has something for sale. "How to Live" means "How to Sell." This book deals with selling from a new point of view and is wonderfully instructive. Other men are just as much interested in selling as the salesman. How about the proprietor, the manager and others? Their point of view has been neglected. "Sales Promotion" is for these men and for the salesman as well. Not alone the man on the road, but the man behind the counter and the man on the wagon.

¶ A complete course in Salesmanship and Selling. 208 pages gilt top and titles. Half Morocco binding.

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Making the Consumers Consume
Salesmanship-on-paper
The Slot Machine Seller
How to Sell Without Salesmen
Too Much System
Handling Agents
Credit Sales
Retail Selling
Essentials of Good Business
Employmentship
Hiring Help
Business Honesty
A Cure for "Cold Feet"
The Salesman's Tact
The Goods Behind the Man
Where the Retailer Gets Off
Caught With the Goods
The Postage Stamp Salesman
Mail Order Methods
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Address / Either Office, { Dept. 924, 90 Wabash Avenue, CHICAGO / Dept. 924, 150 Nassau Street, NEW YORK

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D. & B. LAKE LINE

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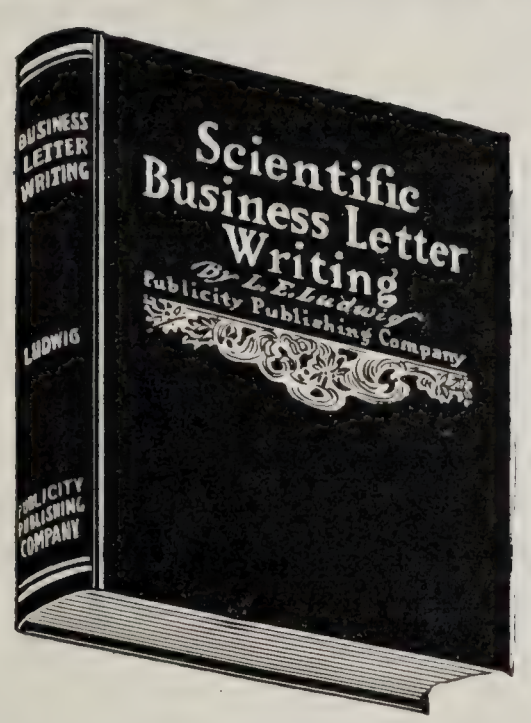
All classes of tickets reading via the Michigan Central, Wabash and Grand Trunk Railways between Detroit and Buffalo in either direction are available for transportation on D. & B. Daily Line Steamers. This arrangement enables the traveler between eastern and western states to forsake the hot, dusty cars and enjoy the delights of a cool night's rest en route. Send stamp for booklet

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Detroit & Buffalo Steamboat Co.

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Teaches a man how to write letters that bring business. It contains the identical information that built a half-million-dollar business from a two-dollar bill.

¶ Clip out the cut, pin a dollar to it and send it tonight, with your name and address plainly written. We will send the book by return mail, prepaid. If you don't find it worth its weight in gold, send it back.

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IF YOU COULD ONLY ADD A COLUMN



of figures with absolute accuracy in one-half the time that you now can; if you could multiply accurately six times as fast as you now can, or divide accurately four times as fast as you now can, wouldn't it mean something to you? How much would it mean in your office? Wouldn't your value to your employer be tremendously increased? Just suppose, for instance, that you could extend your office bills and figure the discounts on them, as well as the incoming bills at a saving of fifty per cent. What would that mean in your office?

If you want to know just what your increased efficiency would mean, try a Comptometer. It's quick and it's easy, and takes all the drudgery out of work.

FOR MULTIPLICATION OF ANY KIND

the Comptometer is truly a triple blessing; because it cuts the time of the most expert mental computer two-thirds; makes hard work a pleasure, and insures accuracy beyond the possibilities of any other known method. So simple and easy that a child can learn to multiply accurately and rapidly in ten minutes. From extending or checking bills of any kind—fractions and all—to computing railroad tonnage, there is absolutely nothing that can compare with it.

Not a cheap toy, but something that will, in time saved alone, earn its price in a few weeks. That is why the United States Government uses hundreds of Comptometers; also Marshall Field & Co., Chicago; and Carnegie Steel Co., Pittsburgh, Pa. They do all their multiplying on it; their adding and dividing also. So do tens of thousands of others, in all lines of business, from the smallest to the largest, both for commercial and engineering computations.

WHY IS THE COMPTOMETER THE BEST OF ALL ADDING MACHINES?

Because it is the only machine on which a simple key touch does the work. Others have a handle that must be pulled for each item added. It takes time and labor to pull that handle. Because it can be advantageously applied to all your figuring, not to adding only. It extends bills and figures percentages as easily as it adds your ledger. No other machine is practical for all work. We have thousands of pleased customers who doubted this at one time. They tried it and now see the results in reduced expenses.

Suppose you try it? For the mere asking we would be glad to send full description or furnish a Comptometer to try for thirty days.

For Absolute Accuracy in all mathematical calculations, and for the saving of time, you ought to use

The New Model $150 Comptometer

You cannot realize how valuable a Comptometer will be in your own business, until you try it; and to prove its worth, we will gladly arrange to place a machine in your office on trial, where you can test it in actual operation as you probably tested the typewriter before you realized its usefulness in your business.

Marshall Field & Co., Carnegie Steel Co., the U. S. Navy, the Western Electric Co., and many other commercial houses use from 58 to 185 Comptometers daily—the positive proof of their superiority.

Some records in adding 500 department store checks on the Comptometer, Madison Square Garden, New York, November, 1905:

Miss May Maher	**4 min. 19 sec.**	**Miss Genevieve Green**	**4 min. 41 sec.**
Miss Mae Barclay	**4 " 21 "**	**Miss Thea Swanson**	**5 " 43 "**
Miss Olive Crow	**4 " 28 "**	**Miss Anna M. O'Callahan**	**6 " 4 "**

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Write for pamphlet and special trial offer. Sent, express prepaid, on 30 days free trial to responsible parties.

FELT & TARRANT MFG. CO., 55 Orleans Street, Chicago

The Business Man's Magazine

AND THE BOOK-KEEPER

E. H. BEACH, Editor.

VOLUME XIX SEPTEMBER, 1906 NUMBER III

"Contest Between Monopoly and the People"

BY HON. CHARLES E. TOWNSEND

The third of Congressman Townsend's powerful articles, discussing the necessity of careful supervision of the transactions and general policies of natural monopolies of public utilities, and the previous efforts made in this direction.

A further investigation of the connection of Standard Oil with illegal railroad rebates.

A Natural Monopoly

FROM the very nature of things the railroad is a monopoly, and where combination is possible, the monopoly is more or less complete, depending upon the perfection of the combination.

The great cost of construction and operation, practically exclusive site and territory, prevent competition in a large portion of railroad traffic. In the early days of railroading, canals offered some competition, and the hope of great profits, or the scheme of building to sell again, induced speculators to construct roads in common territory. The result was what was anticipated, viz.: combination. Monopoly is not always an unmixed evil. It has happened that a desire to maintain itself has induced it to keep the price of the thing controlled just high enough to discourage others from investing in its production, especially when they would be subjected to the guerrilla warfare of their bandit competitors. But every system of business or government is to be judged by its effect upon the people, and when the true balance between the good and evil of monopoly is struck, it is almost invariably found to be in favor of the latter.

The cause of American progression to greatness has been individual ambition. In fact, government in its highest and truest sense is practically confined to furnishing equality of opportunity to all, and while cheap goods are generally desirable, still if they are procured in exchange for cheap and unambitious men and women they become a curse. No American can fail to feel a just pride when he contemplates the mighty monument which has been erected to industry during the last century, but if he be thoughtful he will wonder if the same or an equivalent result could not have been reached without the sacrifice of so much honor, lofty ideals, and individual hope and opportunity. That nation is strongest and greatest whose citizens are most closely united by common wants, desires and ambitions.

Great captains of industry, so-called, who either through the confiscation of common opportunity or by disregarding those laws which others must observe, control production, sales or transportation, may become the envy of some as they are the hatred of others, and they

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may be favorably known in social and business circles, at home and abroad, yet the character and perpetuity of our nation in peace and in war is always determined by our average citizenship. It is that citizenship which government should subserve.

A Legitimate Subject for Investigation.

Being a monopoly of a public service, the railroad becomes the legitimate object of investigation as to whether in its growth and management it has been an exception to the general rule.

In previous chapters we have seen that in the beginning the common carrier was given widest freedom of operation, and this, not because the government did not have the power of regulation and control under the Constitution, but because the railroad was an experiment, and so much was it needed that some forms of injustice even then were endured. Evils were tolerated in the hope that great good would come out of them. Instead of restricting operation, the government contributed to construction. Land sufficient to form a splendid republic, greater than the combined area of Ohio, Indiana, Illinois, Iowa, Wisconsin and Michigan, has been granted to railroad corporations. Out of this magnificent territory, five New Englands could be carved and six Empire States would contain no greater acreage. Hundreds of millions of public money have been given and individuals have given millions of acres of private lands and millions of dollars of private money to encourage the building of railroads. Encouragement—not restricted control, was the policy.

Generosity Ill Requited.

It was thought that such unbounded generosity would secure great consideration and would be a guaranty for just and fair treatment from the beneficiaries. It was soon learned that railroad monopolists were not unlike others invested with exclusive power, except that many of their operations were more unconscionable, many of their actions more tyrannical.

It was early learned that many roads were not built to be operated by the builders, but to be sold. Railroad wrecking became a profession, and the receiver in many instances was the agent of brigandage and spoliation. The people, one of the parties to every railroad building and operating contract, were never consulted after the contract was obtained and the railroad was constructed. When the farmer complained that the rate tithe was too great, he was reminded that the railroad had made his farm valuable and that he would not do without it. Had not a market been brought to his door, whereas before he had been obliged to haul his produce long miles to a place of shipment? When he complained that better rates were given to other places similarly situated, he was told in the language of an Illinois Central president to "Let the railroad alone; if you do not wish to pay the price, you do not need use it." Naturally this citizen, who perhaps had given a right of way to the road across his farm, or who may have given money for its construction and taken bonds which in the subsequent wrecking process of the road had become worthless, and who thought he knew that a public service corporation was a corporation for public service, be-

---

FAIRBURY, NEBRASKA, July 31, 1906.

MR. E. H. BEACH, Detroit, Michigan:

My Dear Sir:—You are to be congratulated upon the articles written by Congressman Townsend for your magazine. He is one of the very able members of Congress. He has given long and careful study to the transportation problem and is an authority.

The railroad rate bill recently enacted is a mighty step in advance. It is the first definite and authoritative assertion of Government control over all transportation facilities. It will be amended and extended as occasion demands. The measure of its corrective results will not be indicated by the number of successful prosecutions of offenders, but by the general observance of its salutary provisions by the great corporations, which have learned that, behind the statute exists a firm public sentiment, bent on its enforcement.

The fixing of reasonable rates, the elimination of rebates and unjust discrimination and the bringing within administrative control of all of the elements of transportation, will soon be generally recognized as beneficial alike to producer, shipper and consumer.

Yours very truly,

E. J. Hinshaw

Member Congress.

lieved he was not properly treated, and he and his neighbors and their neighbors throughout the United States commenced to study the railroad problem. Ideas were exchanged, experiences were compared, and a record made of the methods and means of railroad operation.

No Philanthrophy In It.

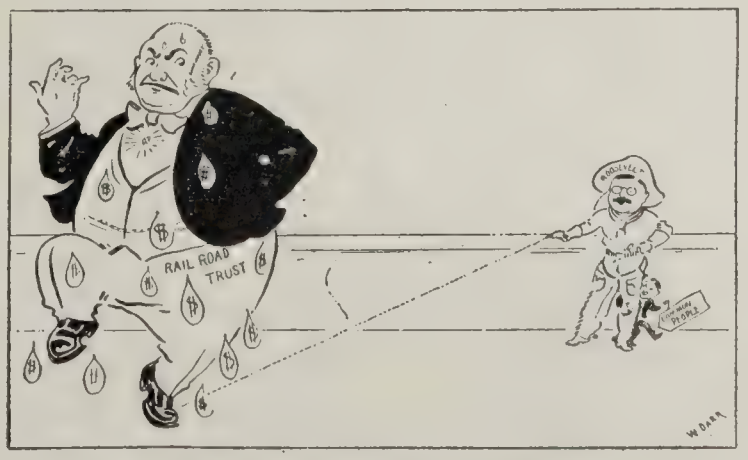
From this record it was discovered that no corporation ever built a road as a public benefaction. No public or private gift to a railroad was ever accepted with the intention of repaying it in benefits to the people. That while benefits came through the construction of the road, yet the people more than reciprocated to the builders in the profitable traffic which they furnished, and for which the road was built. Practically unrestricted freedom had induced managers of a quasi-public institution to regard business more highly than business honor, and many men of high business ideals felt forced to adopt the methods of dishonorable and conscienceless competitors. Contracts and agreements between railroad managers were no more sacred and inviolable than those between the promoters and the people. One result was inevitable. Managers lost faith in each other, and the people became suspicious of both. Until 1887 competition was relied upon to remedy railroad abuses, and while at times rate wars gave exceedingly low rates, they were unstable and disturbed business rather than benefited it, and in the end the producers and consumers of the country had to make up the railroad losses incurred in the rate wars. Given a reasonable, impartial, and stable rate and we have the best possible condition for carriers and shippers. Such a rate was practically unknown from 1860 to 1887, and it is less common now than is consistent with the best business conditions.

The Arguments That Win.

Shortly after the Civil War general dissatisfaction with the methods of common carriers was beginning to express itself, and various organizations for relief were effected. In the seventies the Granger movement arose as a protest against railroad discriminations and extortions. This became so powerful that it controlled the elections in several states, notably, Illinois, Iowa, Wisconsin and Minnesota. The legislatures of some of these states passed laws fixing maximum rates and providing for uniform classification of freight. The carriers at first disregarded the state laws and maintained before the courts that states could not make railroad rates which the companies were bound to observe. In 1876 a case was taken to the supreme court of the United States, and it held that the state had not exceeded its authority, and that the only relief the carriers had was an appeal to the people. Such an appeal, it appears, was taken, and the Granger laws were repealed. What arguments were used it is impossible now to say, but it is fair to presume they were substantial ones, for at this distance and in view of the fact that the reports for the year during which the law was in force show that railroads were prosperous, and that only just and reasonable rates and regulations were imposed, it is difficult to understand how a legislature would surrender an equitable law except by an argument amounting to a valuable consideration.

"Let Us Alone."

Congress from time to time had been memorialized by shippers and producers, who asked that something be done to bring relief from railroad wrongs. The carriers insisted that they were doing



REDUCING HIS WEIGHT A LITTLE.

their full duty to the people; that there were no wrongs being practiced; that the shipping and producing public did not know what they wanted; that seeming discriminations and unjust rates were only the necessary results of railroad development and management; and that if left alone even these imaginary wrongs would be worked out all right. Many national legislators believed that the railroads were right in their position. The people insisted, however, that the questions were those of fact, subject to demonstration, and asked Congress to investigate and find out. The Forty-ninth Congress authorized the Senate Committee on Commerce to examine into the railroad question and report its findings to Congress. This committee reported in 1886, after a most careful and thorough investigation. This report, known as the Cullom report, is in the abstract as follows:

"That local rates are unreasonably high, as compared with through rates.

"That local and through rates are unreasonably high at non-competing points, either from the absence of competition or in consequence of pooling agreements that restrict its operation.

"That rates are established without apparent regard to the actual cost of the service performed, and are based largely on 'what traffic will bear.'

"That unjustifiable discriminations are constantly made between individuals in the rates charged for like service under similar circumstances.

"That improper discriminations are constantly made between articles of freight and branches of business of a like character, and between different quantities of the same class of freight.

"That unreasonable discriminations are made between localities similarly situated.

"That the effect of the prevailing policy of railroad management is, by an elaborate system of secret special rates, rebates, drawbacks and concessions, to foster monopoly, to enrich favored shippers, and to prevent free competition in many lines of trade in which the item of transportation is an important factor.

"That such favoritism and secrecy introduced an element of uncertainty into legitimate business that greatly retards the development of our industries and commerce.

"That the secret cutting of rates and the sudden fluctuations that consequently take place are demoralizing to all business, except that of a purely speculative character, and frequently occasion great injustice and heavy losses.

"That in the absence of national and uniform legislation, the railroads are able by various devices to avoid their responsibility as carriers, especially on shipments over more than one road, or from one state to another, and that shippers find great difficulty in recovering damages for the loss of property or for injury therefor.

"That railroads refuse to be bound by their own contracts, and arbitrarily collect large sums in the shape of overcharges in addition to the rates agreed upon at the time of shipment.

"That railroads often refuse to recognize or to be responsible for the acts of dishonest agents acting under their authority.

"That the common law fails to afford a remedy for such grievances, and

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THE NEW YORK, NEW HAVEN AND HARTFORD RAILROAD COMPANY.

Office of Road Master,
New Haven, Conn., July 23, 1906.

RAILROAD CORRESPONDENCE.

E. H. BEACH, Editor.

My Dear Sir—I have read with much interest the articles in the last two issues of your magazine concerning the railroads and while I am a railroad man and of course can't see the many and various faults of the railroads, you do "soak 'em."

You spoke of the many tricks in the issuance of mileage books. Some roads have very unsatisfactory mileage systems, very often it is not interchangeable. I believe the N. Y., N. H. & H. have the best mileage there is in existence. They issue a book of 1,000 miles, 20 perforated tickets on a page, each one calling for one mile. When you buy the book you have to sign no paper, simply give your name to the agent so he can record the number, to trace in case it is lost. You pay $20, or $10 in case of the 500-mile book, which is a little different form and has one or two restrictions, and the book is good for use by anyone who presents it.

Commencing June 1st, several divisions were reduced to a two-cent mileage for regular tickets.

Yours truly,

J. H. SMITH.

that in cases of dispute the shipper is compelled to submit to the decision of the railroad manager or pool commissioner, or run the risk of incurring further losses by greater discriminations.

"That the differences in the classifications in use in various parts of the country, and sometimes for shipments over the same roads in different directions, are a fruitful source of misunderstandings, and are often made a means of extortion.

"That a privileged class is created by the granting of passes, and that the cost of the passenger service is largely increased by the extent of this abuse.

"That the capitalization and bonded indebtedness of the roads largely exceed the actual cost of their construction or their present value, and that unreasonable rates are charged in the effort to pay dividends on watered stock and interest on bonds improperly issued.

"That railroad corporations have improperly engaged in lines of business entirely distinct from that of transportation, and that undue advantages have been afforded to business enterprises where railroad officials were interested.

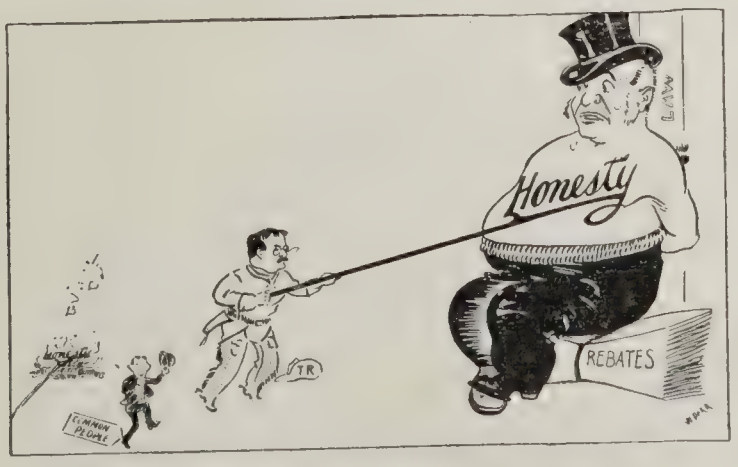
"That the management of the railroad business is extravagant and wasteful, and that a needless tax is imposed upon the shipping and traveling public by the necessary expenditure of large sums in the maintenance of a costly force of agents engaged in a reckless strife for competitive business."

Fair and Unprejudiced Comment.

You will understand that this report was made, not by the enemies of the railroads, but by a committee eminently fair to them. In disregard of this report, it was still claimed that discriminations were not to any great extent practiced, and that rates were not only not unjust, but that they were being constantly and effectively reduced. Again the people insisted that they were right, and a commission consisting of four senators, four representatives, and ten prominent citizens was appointed to investigate the subject.

As bearing on the subject of reasonable rates, I quote from the report of this commission:

"The long-continued and steady decline of freight rates since the Civil War has now given way to a marked advance in the published rates. No similar attempt, with the exception, perhaps, of the year 1894, has been made to arrest by concerted action of roads of all the country, this progressive decline, due to a considerable degree, as it has appeared, to competition between the railroads themselves. The peculiarity of these advances of 1900 is that they have been made, not by direct changes of tariffs, but by modification of the freight classifications. Merchandise, as is well known, is thrown into various classes according to its value, bulk, risk, etc., and the charges are graded accordingly. Consequently the transfer of a particular commodity from one class to another may operate materially to increase the rate of freight charge. Thus, for instance, the freight rate from New York to Atlanta by any all-rail line is fixed by the common agreement at $1.14 per 100 pounds. The rate on second class is 98 cents, on third class 86 cents, on fourth class 73 cents, etc. It is apparent that if goods—axes, for example—which were formerly fourth class, are by a change in classification made third class, this operates to increase the rates between these points specified from 73 to 86 cents. Moreover, since these classifications, as will be shown later in this report, are agreed upon by all railroads operating within each specified territory, a change of classification operates simultaneously



IT HURTS TO CHANGE THE BRAND.

to increase rates throughout the entire section. The same result may be attained also by changing classification according as the goods are shipped in carloads or less than carload lots. Thus, if a commodity was formerly classified as fourth class, when shipped in carloads, and as third, when in less than carload lots, if the distinction between these two classes of shipment be removed and all are classified as third, whether in large or small quantity, this likewise results in an increase of the freight rate to the large shipper by the difference in the rate between third and fourth class. Or again, as will be shown, certain commodities are sometimes exempted from classification by a special 'commodity' rate, as it is called. This commodity rate is usually very much below the rate for classified merchandise. Thus corn by the official classification is sixth class, and the rate from Chicago to New York for that class is 25 cents. If, however, corn actually moves under a commodity rate of 17½ cents per 100 pounds, the cancellation of the commodity rate immediately operates to put corn in class six, thereby raising the rate to 25 cents.

Summary of Changes.

"The general advance of 1900 was inaugurated by the trunk lines operating north of the Ohio river. On January 1, 1900, notice was given that a new classification, known as 'Official Classification No. 20,' was to supersede No. 19. An investigation made by the Interstate Commerce Commission showed that 824 changes were made by this action, of which 818 produced an advance and six a reduction in the rate. The following table shows the distribution of these advances:

434	ratings advanced	42.8
214	ratings advanced	30
100	ratings advanced	20
32	ratings advanced	15.3
17	ratings advanced	16.3
10	ratings advanced	50
6	ratings advanced	100
2	ratings advanced	25
2	ratings advanced	33.3
1	rating advanced	85.7
818		

REDUCTIONS.

3	ratings reduced	30
3	ratings reduced	14.3

"A substantial advance has been made in southern territory, effective on the 1st of July, 1901, in the rates on cotton fabrics. This immediately affects one of the leading manufactures of the south. By this action cotton goods are transferred from fifth to fourth class. Figuring on the basis of New York-Atlanta rates, this means an increase per 100 pounds of from 60 to 70 cents. On the other hand, the movement of so-called 'company freight' has been unusually heavy during the period of abnormal expenditure for betterments. This freight moving free adds, of course, to the number of ton-miles moved without addition to the revenue, and proportionately reduces the ton-mileage charge reported below that which actually prevails on service to shippers."

But this is not all the evidence before the country of railroad abuses which have demanded an exercise of the undoubted constitutional right of the federal government to correct them.

The Commerce Committees of the House and Senate during the Fifty-seventh, Fifty-eighth and Fifty-ninth Congresses had the railway question before them and volumes of printed testimony contain the evidence given by interested and disinterested witnesses. He who doubts that the carrier had a fair hearing has but to look over the record. The testimony corroborates the findings of the Cullom Committee and of the Industrial Commission.

To Beat the Law or Get It Nullified.

It may seem almost a waste of time to dwell further upon railroad abuses, but in spite of the fact that what is believed to be a fair, conservative and just law has recently been enacted as a result

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April 16, 1906.

E. H. BEACH, Editor,

My Dear Sir—I have your letter stating you have sent me a copy of THE BUSINESS MAN'S MAGAZINE containing an article on the railway rate question by Mr. Townsend, and I thank you for your courtesy. Yours very truly,

J. P. Morgan

of facts presented to the Congress and the country, still we are told on excellent authority that the carriers are organizing, not only to fight the provisions of the law, but also to do everything possible to secure friendly representatives in the Sixtieth Congress, and especially in the Senate with a view to having the law amended so as to render it innocuous. If this information is correct, it becomes clearly the duty of those who believe in equal and exact justice between the people and the common carriers to lay the facts clearly before the public. For back of carriers, legislators and the courts is public sentiment. That sentiment should be born of intelligence, not prejudice. It should know the right, then uncompromisingly insist upon it. To this end it may not be amiss to mention some cases and conditions which induced the reports and results hereinbefore mentioned.

Since 1880 a new element has been introduced into American industrial life, which has materially affected railroad operation and control. The combined corporation or trust has attained to and acquired a power which has been able to dictate terms even to railroads; indeed not infrequently it is found that managers of railroads are stockholders and managers of these combinations, and the grossest discriminations are practiced upon the independent shippers. Perhaps the most notorious of these trusts is the Standard Oil monopoly, but it differs from many others only in its ability to plunder. I believe it was Mr. A. C. Bird, vice president of the Gould Railroad System, who said before the Senate Commerce Committee in May, 1905, that he did not believe the Standard Oil Company had received a rebate since 1887, and he was sure the Beef Trust was receiving no such favors; but, in view of the recent disclosures in reference to these trusts, it may be interesting to trace briefly the history of the Standard Oil Company, as it will disclose some methods employed to obtain railroad advantages. Rebates are no less reprehensible and unlawful when secured by indirection than when paid in money directly. Carrion by any other name would smell as foul.

"Conceived in Iniquity."

The birth of the Standard Oil Company was illegitimate. It was conceived in iniquity. Its parents had no legal status as such, and nominally, at least, abandoned their offspring, only, however, to take it up again under another name.

Thirty years ago the founder of the Standard Oil monopoly became possessed of the vision of a king ruling the production and sale of petroleum. This product was coming into general use and was recognized as a necessity to human comfort. The tallow dip was being supplanted by kerosene, and the score of useful products possible of manufacture from petroleum furnished a great boon to the people. This shrewd man believed he could form a company through which he could control this new agent of civilization. His plan involved the railroads. They must co-operate with him. He formed an illegal company called the South Improvement Company, which owned neither oil well nor refinery. He then went to the three oil roads, the Pennsylvania, New York Central, and Erie, and demanded special rates, in return for which he was to divide his traffic among them. He obtained an agreement from these roads embodying his desires. With this advantage in rates, the South Improvement Company was in a position to dictate the price of oil. Some competitors found it advisable to surrender their business to the black-



BAD LITTLE BOYS TAKING AWAY SOME OF THE LITTLE BOYS' PLAYTHINGS.

mailer. Others, learning of the special railroad agreement, waged war upon it, and disclosed the illegal character of the new company. The railroads repudiated their contract, and the Improvement Company was out of business; but it was not dead. Its founder overcame the legal objections by purchasing a refinery at Cleveland, and his efforts at monopoly were renewed.

More Broken Promises.

The railroads had promised the independent refiners that no favoritism should be exercised against them, but even in youth the Standard was strong and the carriers liked the notion of doing business with one company rather than with several, and their promise to the independents was soon broken. New secret agreements were made with the Standard whereby it received rebates amounting to as much as $1.32 per barrel on oil, and this rebate was to measure the difference in rates between those received by this company and those of its competitors.

The result of this policy was the closing of the Pittsburg refineries, the loss of millions of dollars, and the enforced idleness of thousands of men. Most of the refineries which were not closed were absorbed by the Standard. Some companies remained independent, relying upon pipe lines for relief. The Standard had absorbed the United Pipe Line and to destroy the independent lines an appeal was again taken to the railroads, and again they violated the law of their organization and existence, and the United Pipe Line products were favored.

Before this favor was granted the independent pipe lines were handling 75 per cent of the oil business. In less than a year afterwards, the United Line was doing 80 per cent of it.

The Pennsylvania road discriminated against the Baltimore & Ohio, with which it was then a competitor, and the latter road furnished the only outlet for oil from Pittsburg to the sea. A new, independent pipe line, known as the Columbia Conduit Co., was organized to bring oil from the wells to Pittsburg, from whence over the B. & O. it was to go to the seaboard. To reach Pittsburg, it was desirable to pass the pipe line under the Pennsylvania road. This road under the law could prevent such passage, and the Columbia Company was obliged to carry oil to the Pennsylvania railroad, then load into wagons and haul across the tracks and place in the pipes on the other side.

A Sample of the Throttling Grip.

In the meantime the railroad wrecker was at work. A rate war was inaugurated as a result of which the B. & O. was forced into the pool. A uniform rate on oil was agreed upon, which while an unjust discrimination against Pittsburg and in favor of Cleveland, yet it would have been better than the old plan, had it been strictly adhered to; but the railroads granted new secret rebates to its old ally, the Standard, and it could export its oil to the exclusion of Pittsburg and other independent places.

It was soon discovered that shipments could be made to Huntington, W. Va., and thence by the Chesapeake & Ohio to the coast, as this road was not in the combine. This distance was much

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BURNED THE EVIDENCE

C., B. & Q. MAKES BONFIRE OF 2 CARS OF RECORDS.

OMAHA, July 30.—The Chicago, Burlington & Quincy railroad caused to be shipped to the little town of Greeley Center, Neb., two old freight cars loaded with records, and Saturday the cars were hauled to an unused siding and the torch applied to cars, contents and all. Employes guarded the blazing pile, and with poles stirred up the embers until every scrap was supposed to be consumed.

Evidence of an incriminating character, however, was found by Matthew Luce, a farmer, who picked up a package which had blown away. These proved to be rebate checks showing that the road had practiced favoritism with certain shippers to the extent of 33 1-3 per cent of the usual rate.

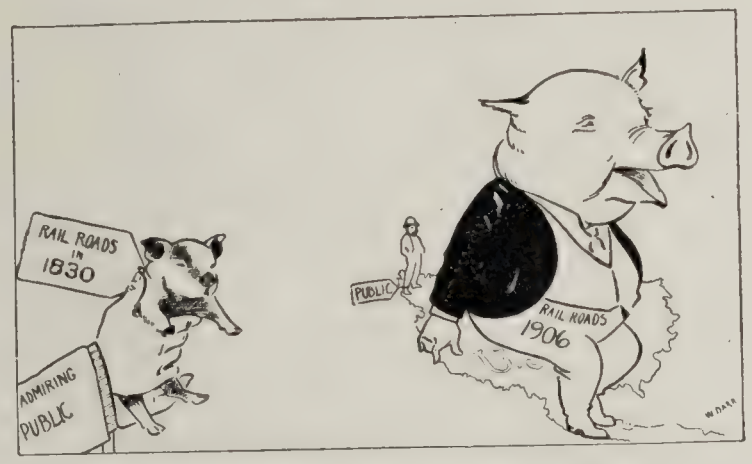
greater than by the Pennsylvania or B. & O., but the profit was so great the rate could be made. Rates were again temporarily reduced, but with the long distance and difficulties of reshipment via Huntington, the independent refiners were forced out of the market, and in time the C. & O. became a part of the "System."

Up until about 1880 the Standard had been a supplicant for favors and by bribery obtained advantages. At that date it had become sufficiently strong to dictate terms even to the railroads, and they did not dare refuse. When the Pennsylvania rebelled at dictation, the New York Central and Erie were set against it. The usual rate war was declared and the Pennsylvania surrendered. The B. & O. was subdued in the same manner, and instead of treating all shippers of oil impartially, new favors were granted the trust.

Finally the Standard obtained by deed all the terminals for the shipment of oil of the New York Central and Erie roads. Then monopoly was practically complete so far as wholesaling was concerned. But its greed was not satisfied. The independent dealers for home consumption must be destroyed. Again the railroads confederated and every obstacle placed in the way of competition. The price of oil went down below the point of profit, but the benefits of reduction only applied to the places where the Standard did not have a complete monopoly, and there only temporarily.

It is well here to state that while oil has been reduced in price naturally since 30 years ago the same as most other products, yet every reduction has been forced and no favor has been voluntarily granted the consumer. This monopoly could never have been possible had it not been for the discriminating favors shown by the railroads. The common carrier can make or prevent monopoly. The story of Standard Oil has demonstrated that in one instance at least it has seen fit to create and foster it.

This is but one example. The agitation now on is to make such violations of justice and equality impossible, and to secure to the people their rights in the public service corporations which they have created.



NOT AS CUTE WHEN HE GROWS UP.

"System"

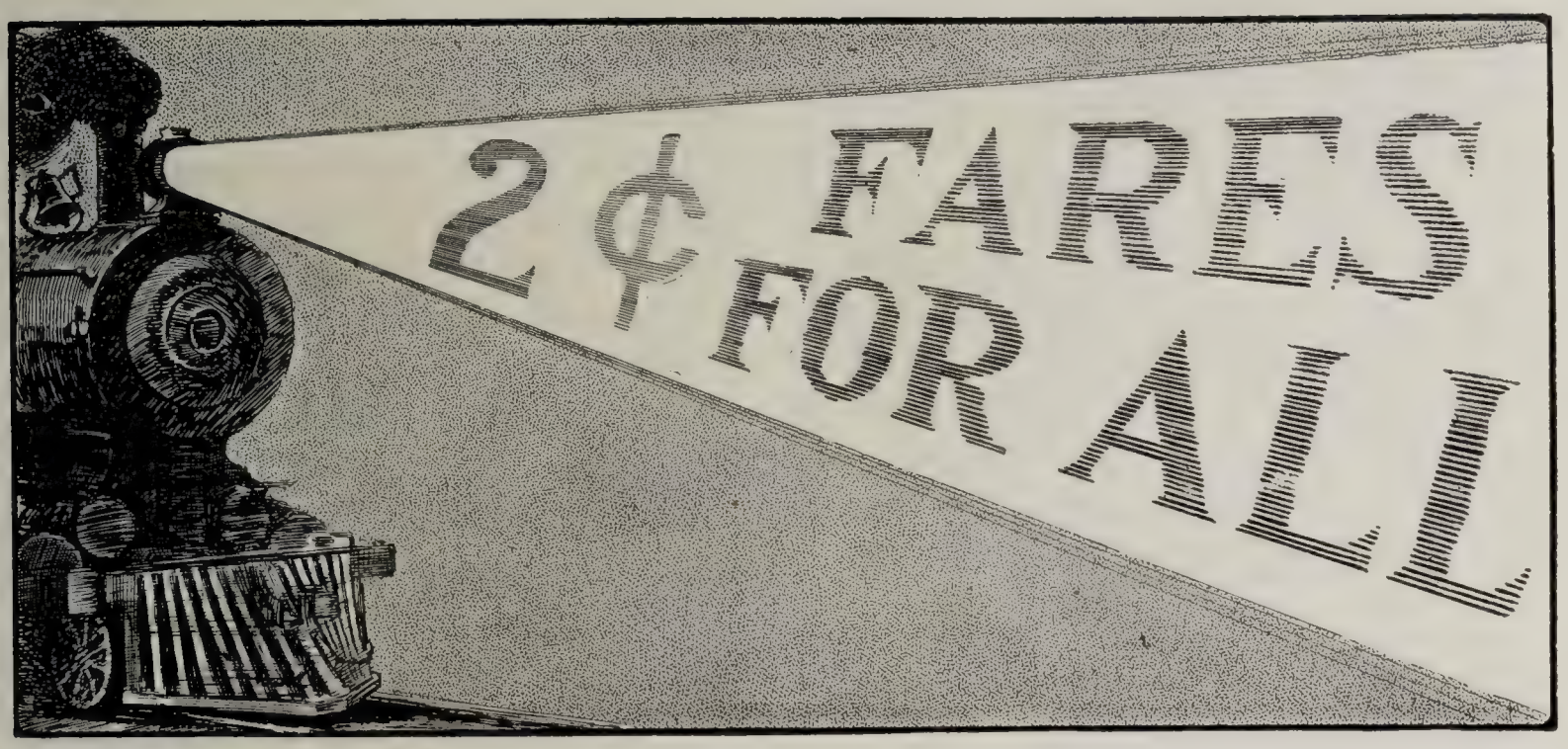
System is a fine thing, but sometimes it is "love's labor lost."

We had an order out for a quantity of tools, and several days after the arrival of the tools we received a "card system" notice that the shipment of the tools had been delayed but we would receive them "next week."

We had an order out for a new set of harness, and some time after we had had the harness on our team pulling goods to the shipping point, we received a filled-out form to the effect that there was a strike among the harness men and that we might expect some delay in the delivery of the harness. All this forcibly reminded us of the verses in "Graphite" of July, 1905, "System Run Mad."



GREENHOUSES OF JOHN L. PARKER. (SEE ACCOUNTING METHODS FOR THE RETAIL DRUG BUSINESS, PAGE 136.)



THERE is nothing surprising in the fact that Mr. Rockefeller declined to do any serious talking for publication when abroad, and came home as little disturbed because the process servers were after him as though he was secured against annoyance and punishment in advance. He banked on the supremacy of the institution which he built up. Had it not founded newspapers and purchased the aid of other newspapers whenever the perversion or manufacture of public opinion was necessary? Had it not broken laws at will and snapped its fingers in the face of authority? Had not the power of the Standard Oil Co. become a menace to that of the government itself? The time had not yet come when he would see the handwriting on the wall or appreciate that he occupied a tottering throne.

The genius of the father of lies appears in the many and cunning forms in which rebates are granted. It was developed by the Interstate Commerce Commission while sitting in Cleveland that through its contract with the Galena Oil Co., a constituent company of the Standard, the Pennsylvania company had been paid a virtual rebate of $1,600,000 in ten years because it was supplied with lubricating oils during that period at a price below that given to other railroad systems. In one way and another the railroads manage to have a hand in every crooked deal of any magnitude.

There was a "tempest in a teapot" at Detroit because of an alleged attempt to bribe a school inspector in the petty sum of $100. In a similar manner communities all over the country are stirred to the center by some such comparatively little affair. It is the old story of straining at a gnat and swallowing a camel. These communities are justly shocked at the trivial transgressions, yet they are being victimized by briberies that run into the millions. The right of self-government is bribed away from them, corruption money is demoralizing our institutions and the cost of being alive is twice what it would be were there none of this wholesale bribery. It is only farcical for the people to break out in spots. Their salvation lies in organization and concerted movement.

Old timers laughed when Canadians rejoiced at the war in rates commenced between the Grand Trunk and Canadian Pacific. The familiar history of such affairs is that the breach is soon closed and the first move thereafter is to recoup losses by piling charges as high as traffic will bear. Ever thus the rapacious roads forget to reduce the charges again.

Five new railroads from the east have

secured terminals in Pittsburg. They will have freight and people to carry, but the rates will be fixed by the freight and passenger committees. Any idea that there will be real competition is a hollow dream.

And the tobacco trust is tarred with the same stick. A number of its leading men were indicted in New York for violating the Sherman anti-trust law. They had conspired to control in their own interest, and to the damage of independent opposition, a commodity which should be sold to all manufacturers upon even terms. Square dealing would soon have become a memory in this country had not President Roosevelt rallied and led the champions of reform.

Down in Ohio they have the trusts on the run. On the same day the Mount Vernon Bridge Co. and some of the ice companies of Toledo pleaded guilty to conspiracy in the restraint of trade.

Nothing arouses the activity or loosens the purse strings of the railroads more quickly than an honest, fearless and competent candidate for Congress. The great work done by Hon. Charles E. Townsend to bring about the adoption of the best anti-rebate bill possible under the circumstances, is familiar to the entire country and appreciated by all of its loyal well-wishers. He is being urged for the United States Senate, but is too good a man to please the railroads. They want no senator who can or will interfere with their methods of running themselves and a large portion of the country. They are part of the state machine. They have money galore. It is up to the people to decide whether they will longer rest under railroad domination.

During the first half of the current year there was a total shrinkage in railroad stocks and industrials of $1,700,000,000. The significant fact in this connection is that the roads which received the worst trimming were those most subject to pool manipulation. Wall Street being forced through its operators or their victims to carry the loss. The actual value of the roads is greater than ever before, and growing with the constant increase of business, the slump being a healthy sign. There is the movement afoot which aims to compel the railroads to do business upon business principles and it dawns upon the big gamblers that the days for rebating, grafting and dealing in water, are numbered.

The Independence of New Hampshire.

A notable example of how public opinion is being concentrated against railroad iniquities has been supplied since Winston Churchill, the noted author, opened his campaign for the governorship of New Hampshire. His initial address at Concord was an eye-opener to the great majority of the sturdy sons of the state who have been letting a few practical politicians look after their affairs. He threw down the gauntlet boldly by declaring that he and his backers were determined that the interference of the Boston & Maine Railroad or any other corporation in the politics and government of New Hampshire must cease. He declared this not only the greatest issue before the people of that state, but of the entire United States. He had studied the case in New Hampshire, where the railroad mentioned owns all the lines and tracks except about 100 miles. He had found that it maintained a powerful lobby and by one form of retainer or another had most lawyers of importance in the state on its staff. They decided who might be sent to the legislature, named the governor, named the railroad commissioners, what laws affecting the railroads might be passed, and liberally paid the freight for all who served them. It was a government by and for a great railroad and its allied interests. The people had no more say than under the most absolute monarchy. He and the Lincoln club with which he is identified undertake to emancipate the people and restore them to political supremacy.

On July 7, last, President Cassatt of the Pennsylvania Company, pursuant to

orders from a special committee acting for the directorate, issued notice to all employes holding coal mining or other stocks which might be charged with influencing the conduct of the system's business, that they must dispose of such holdings. They must be free to discharge their duties impartially. This was from the man who said that there had been no grafting by the Pennsylvania or those serving it. There is confession in the order itself. If it were not necessary to the purification and honesty of the service, it would not have been issued. It had become too notorious to be ignored that officials and employes had taken an aggregate of hundreds of thousands in coal stocks for which they paid no money, favoritism in the supply of cars and prompt delivery of consignments being the chief method of paying for the shares. On the heels of the claim that the evil did not exist came the peremptory order that the evil must cease. It is not the result of a sense of justice, but of being found out. If the Pennsylvania wanted to do right it would reimburse those who have suffered through the flagrant discriminations now admitted, and discharge all who were guilty of this cold-blooded form of robbery. Another thing desirable at this time is to know whether the order has been carried out and that all patrons have a fair show with the monster company.

While the representatives of the offending trusts were abroad, Armour was about the only one who put up a long-distance fight against their accusers and pursuers. Wisdom displayed was on the part of the other fellows. Willing as J. Ogden Armour is to write and talk, he is too obstinate to make a deliberate and well considered argument. He is dogmatic and possessed of the idea that his word should dispose of facts in controversy. His statement on the other side, stripped of verbiage and preconcerted side lights meant to distract attention, was that all his accusers were liars. Meantime his fellow offenders at Kansas City and other points were being brought to account.

In Washington, July 13, Charles D. Chamberlain of Cleveland, secretary of the National Petroleum Association, said that the grip of the Standard Oil Co. had been broken. There was no doubt but it would retain a great share in the business, but the independents would have a fair field and equal opportunities. It certainly does look as though the "agitators" were driving some coffin nails.

Michigan Knights of the Grip.

One of the most gratifying things that has occurred since THE BUSINESS MAN'S MAGAZINE enlisted for the full term of the war against railroad iniquities is the action taken by the Michigan Knights of the Grip at their convention in Port Huron. They took the preliminary steps for a vigorous campaign for a flat two-cent rate of fare on all the railroads in the state, the mileage to be supplied to them in the form of an interchangeable 1,000-mile book without the purchaser being required to make an extra deposit of $10 and forfeiting 25 cents when the cover is returned. It was figured out at the session that under the existing system the railroads of Michigan have in the neighborhood of a quarter of a million of the traveling public's money in their hands all the time. They give no service in return, make an arbitrary hold-out when the deposit is asked for, and subject the holders of such mileage to more onerous conditions than if they were not among the best customers with whom the roads do business. These knights of the grip are in deadly earnest and their example in fighting for their rights should be emulated by their brothers in every state of the union.

No one outside the whirl can appreciate the intensity of feeling to which the American people have been aroused since the exposure of corporate iniquities began. Two issues of THE BUSINESS MAN'S MAGAZINE, dealing more particularly with the sins for which rail-

roads have been directly and indirectly responsible, have brought it a deluge of letters. Some of them are from the wolves who are being chased. In the language of their kind they snarl, snap and then run away. The latter act is signalized by a threat that if this publication does not take a different tone it will be subjected to the tortures of financial disaster and ostracism from the sublime inner circle of those who bow down and worship the golden calf. A feeling of pity mingles with one of contempt for those who cannot see that the days of their supremacy are drawing to a close and that the arbitrary ways of monopoly can count upon nothing better than a hard run which will end in their capture and control. They say: "Stop the magazine" as though they were issuing a sentence of death.

Let the Galled Jade Wince.

Confidentially, we like that. It is the wincing of the galled jade. It shows whose withers are wrung and by whom. If there were a disposition to calmly discuss the position taken or the propositions relied upon to uphold that position, greater respect would be due those who disagree. But they simply call names which would violate the postal laws if printed. Come on! Nothing does or can give us a greater feeling of pride than do the enemies we are making.

The enemies referred to have ceased to be American citizens in a true interpretation of the term. They arrogate to themselves a right of dictation that the laws of the land dare not assume. They show the self-esteem that is manifest in nine-tenths of the understrappers who follow the lead of their masters. Almost invariably your ticket agent makes an attempt to put on the icing of the railroad president. If you can extort any information from him it is monosyllabic and watered in proportion to the stock of the company. He tries to make you think that it is a blessed privilege to stand outside the bars and look at him. His real measure is made easy by the exception to the rule who is affable, courteous and accommodating. The latter never tries to impress you with the idea that he owns a railroad system or that he is intimately related to those who do own it. He is a chap who knows that the man buying a ticket is doing a favor to the railroad and treats him accordingly. The fellow who exemplifies the rule is among the "critters" complained of by one of our correspondents. This is not an important complaint or grievance at first blush, but it counts for much when you consider the millions who must deal with the autocratic agents both in freight and passenger department. They make many enemies for the big corporations and intensify the feeling aroused through the ugly mess uncovered by the muck rake since the crusade against monopolistic abuses took form.

Another correspondent takes a hard crack at the Senate, at the same time lauding the bold line of action taken by the President and lamenting the fact that for this one occasion he is not vested with the authority of a czar. While in sympathy with the feelings of this man we do not agree with his conclusions. Under the pressure of public opinion the Senate did much better than was hoped for when it looked as though the courts were to be given absolute supremacy in dealing with the forces which must be regulated in the busy field of commercialism. To the extent that there was treason in the Senate it has been thwarted and forced to hedge in a way that could never have been brought about had the apathy of the people continued. So far as results are concerned it makes little difference whether they be frightened or have seen the light and resolved to honestly serve the people in the work of reform. The deed is done and the nation will never see it undone. This letter was received by THE BUSINESS MAN'S MAGAZINE from Hon. E. H. Hinshaw, representative from Nebraska and member of the Committee on the Merchant Marine and

Fisheries: "In my judgment a great step in advance has been taken by the passage of the railway rate bill. I do not for one moment think that this is the end of such legislation. These movements are always progressive. The central feature of this legislation is the distinct creation by statute of a tribunal vested with a certain power over railroad rates. With this one central fact established there will be no backward movement. Incidental thereto is increased publicity, the control of pipe lines and express companies and the divorcement of the common carrier from the industrial production. To me it appears that litigation over rates and practices will tend to decrease rather than increase as soon as the exact meaning of the new law is interpreted by the courts.

"When the full machinery of official scrutiny of railroad management is perfected, the incentive to violate laws against rebates and discriminatory practices will largely cease and consequently the necessity for prosecutions will be avoided.

"The progress of this legislation has demonstrated that not only the House of Representatives, but the Senate also, is responsive to public sentiment and the people ought to be convinced that, in the main, the members of both House and Senate are honestly desirous of producing legislation which, in constitutional limits, will, in the long run, make for the upbuilding of general prosperity and the more equitable distribution of the nation's vast resources."

We sincerely hope that Mr. Hinshaw is not too optimistic in his prediction. There are many honest, loyal and reliable legislators. Next to them dependence must be had in the lawmakers who are going straight because afraid of public sentiment. They have a political stake in the game and know that the popular mood is not one to condone the sins of a Judas.

One of the Chief Sufferers.

There is one letter received which is pitiful and typical. Though the old man who writes, signs his name and gives his full address, we suppress both, for the railroads have a way of their own for getting even with those who dare to tell their wrongs. This old gentleman does not write in copper-plate, there is an occasional abuse of grammar and some of his spelling is phonetic, but he writes one of those letters which creates sympathy and carries conviction. He owns a saw mill which is the chief source of his income. It is not a big mill or part of any big trust or syndicate. If it were the railroads would probably be giving rebates and favorable discriminations to the venerable owner. Now he is given the worst of it to their advantage if not at their suggestion. He can get cars, not when he needs them, but when repeated application wrings some small concession from the corporations. They show in his case as in many others that they are without any pity that can be reached by age, an honorable record and a brave battle to the end for the maintenance of self and all legal dependents. He loses contracts because the railroads withhold service. He is promised cars, and when he agrees to deliver lumber within a time permitting him to meet the terms if the railroads keep faith, he is turned down without regard to his present loss and his inability to make future guarantees of like nature. His little plant is located among some of the most extensive in the northwest, and his comparative pittance is held to a minimum for fear the big shippers may take offence at his petty opposition

There is much of thought and suggestion in a letter from J. B. Creswell, of Dublin, Ga. He likes the whole lineup for battle by THE BUSINESS MAN'S MAGAZINE. He takes exception to our stand against government ownership. His presentation of the case is that the wise course calls for going to the bottom of the trouble and cutting the sore out, "instead of using a little salve, as it were." Our position is that the government is strong enough to regulate

every institution which it sanctions; that it cannot afford to acknowledge the contrary, and that it would be such an acknowledgment to say to the railroads in effect: "We are unable to make you operate within the limitations of justice and equity, so we order you to sell to us and get out of business." Aside from an invasion of the field in which private capital was granted the right to operate and where it should operate at least enough longer to be convinced that it cannot supersede governmental prerogatives, there would be tacit admission to the world that it is possible in a republican nation to create institutions, which the creator is incapable of regulating; that railroads drove the federal authorities to the adoption of a policy never contemplated by the fathers or the making of the Constitution. At all hazards the government must first show that it can govern and that no combination of capital is powerful enough to usurp the rights vested in the people from the foundation of the government. If it ran our chief transportation facilities Mr. Creswell feels that he would enjoy guaranteed privilege of riding to Chicago "at cost and for as little as any other man in America, be he millionaire, law maker or railroad employe." Possibly, but the same just relationship is obtainable through regulation, the right of private enterprise is protected, there is no chance for the building up of a huge political machine which might well become supreme in the nation and the corruption made possible is avoided.

The Real Promoters of Socialism.

If present conditions continue Mr. Creswell says that "soon there will be nothing for me and other thousands of thinking young men to do but to espouse socialism." There is no doubt upon this proposition. As before stated by THE BUSINESS MAN'S MAGAZINE, the trusts are the most potent promoters in this country of socialism, anarchy and that inflamed public discontent which makes for revolutionary measures.

This same correspondent believes that there would be money in a flat one-cent rate for railroad passenger transportation. This is out-Heroding Herod, but if an error at all it appeals to the popular sentiment now so assertive. There are ideas in his letter and many others which have been received, that will be given consideration as the crusade undertaken by THE BUSINESS MAN'S MAGAZINE progresses.

One of the most pleasant things encountered by THE BUSINESS MAN'S MAGAZINE in its efforts to help bring about a universal two-cent rate of passenger fare, is the hearty evidence of support received from every part of the country. There is more than this which is gratifying to the publication. It is arousing that spirit which organizes and seeks to accomplish by concerted action what would be impossible to individual effort, no matter how earnest and heroic. In the state of Georgia one of the leading commercial bodies has issued its proclamation for the flat rate in that commonwealth. It has stood railroad insolence and abuse as long as it intends to without making a fight for the rights of those who travel in conducting the business and enhancing the prosperity of the commonwealth which is doing all within its power to overcome the handicap imposed by the Civil War and the pernicious political influences which followed in its wake.

There is method and a grim air of business in the way that these men of influence and affairs have gone at their undertaking. They demand what they hold to be their right. They place railroads just where they belong—public servants, not public dictators nor masters. They muster an abundance of evidence to justify their claims, and it is the same evidence to be found in almost every state of the union. There are the same discriminations and resultant hardships. The man with a mileage book is in some respects worse off than the occupants of the cattle cars. A hog or a steer is sure to be taken care of in being transferred from one line to an-

other, while the man with mileage has to rustle for himself and is lucky when doing his best if he does not have to choose between losing the first train or leaving his baggage to follow at the leisure of the railroad. He is made to feel that he has the disapproval of the big monopolies because he tries to get transportation for something near what it is worth. He does not receive any part of the consideration of a man who rides for nothing because the holder of a pass has a pull and is in a position to help the road in one way or another. He is catered to, gets the best there is aboard and the road gets its pay in some way that constitutes an unfair and unlawful discrimination. These Georgians present all this and demand that their lawmakers give them relief. It will come or there will be a cleaning out of disobedient legislators.

All the Traffic Will Bear—A Few Illustrations of How it is Done

IN almost any sort of service performed for hire or recompense there is some degree of relation between the magnitude of the service rendered and the price asked for it. This is not usually true of carriage charges. The amount demanded for the transportation of a pound or a ton of freight or express matter is "all the traffic will bear." This means every last penny which can be extorted without causing the unhappy victim to do without the service. Freight charges, icing charges, switching charges and what not have been piled up until we pay twice what we used to pay for one quart of berries or our cantaloupe. The only reason we do not pay three or even four times as much is seemingly because there is a fear that we would simply give up the habit of eating these things if the price went higher, and this would mean to "kill the goose that lays the golden eggs."

Why do you suppose you do not pay 30 cents a gallon for gasoline instead of the price you really do pay? Not because any sort of competition keeps the price down. Not because the Standard Oil Co. could not put the price up there if it wished to do so. No. Simply because the price is as high now as "the traffic will bear." It is useless to try to get a dollar out of the man who has only 50 cents. So they take the 50 cents and look as pleasant as possible. The same thing and only that keeps the railroad from asking two or three times the present rates for the transportation of a bushel of wheat or a barrel of flour from the west to the east. They could, if they chose, double the rate and who could say them nay? And do not doubt that they will do it the moment you are able to pay it if the power to do so is left in their hands. The railways have made and unmade the fortunes of individuals and of communities.

How it is done? Investigation into actual facts brings out some curious facts. One of the things shown is that the actual cost of moving a ton of freight a mile has little or no bearing on the amount asked for such service. Another is that the railway is glad to move freight at a modest price when it is compelled to. To illustrate: The freight on sugar from San Francisco to a point on the Missouri river—say Kansas City—was 65 cents. The town of Humboldt, Kansas, lies between and is some miles nearer San Francisco than is Kansas City. On certain routes the sugar would practically go through Humboldt to get to Kansas City. Yet the rate to Humboldt was 85 cents as against 65 to Kansas City. The man in Humboldt kicked, very naturally. It appeared that the Humboldt rate was made up of the 65

cent Kansas City charge to which was added a 20-cent local rate from Kansas City to Humboldt. Sugar was not the only thing thus juggled. The Humboldt man could not compete. It put him out of business. It was not that the stuff was hauled to Kansas City. Oh no! It stopped off at its proper destination. The explanation of the charge was naive to say the least. The carrier says: "We had to make that 65 cent rate to Kansas City for there is water competition there, and if we did not make that rate the stuff might go by water and we would not get the job. There is no such competition at Humboldt, and we do not have to make any low rates—and we don't." It will be observed that the railway sought the business at 65 cents. Hence we are justified in assuming that there was money in it even at that price. And there was. The citizen of Humboldt had to suffer. He had no business to live there. He should have moved to Kansas City. The railway can do the same thing to your town if it chooses, and there seems no way to stop it. The wise man puts not such a price upon his wares that the people say: "We'll do without." This is the only thing which calls a halt in the exactions of the carrier.

A business man contemplating a business venture approached the Michigan Central with a view to finding out what would be the cost of moving brick—common building brick. He found that to move a ton of brick from Michigan City, Indiana, to Detroit, Michigan, would cost him the trifling sum of $1.30. The return path is longer it seems—for the price for the haul the other way cost $1.60. If not longer that return trip is perhaps up hill. This price you understand is for common building brick. Another sort of brick—say paving brick or fire-brick will pay a higher price. A ton of hay will be carried over the same stretch of road in the same sort of car and at the same speed for $2.30. A ton of merchandise of another sort will pay for the same haul ten dollars. Simply because the public will pay. This business man was told to figure out how much stuff he wanted to move and a rate would be made him which would permit him to do business. There was no special rate in effect, but one would be made to suit the case. Now if the rate in force is just, someone must suffer for the lower rate. Who is it? All rates are supposed to be published—and they are published. The public can see the special rates if it is well posted enough to know they are in existence and to know where to go to get them. But he will have to know just what he wants and ask for just that, for no information will be volunteered. These special rates are called commodity rates and are put into effect for the benefit of a few who are in a position to take advantage of them.

There is another very convenient elusion—the "milling in transit" arrangement. Through it a car of wheat may be bought in Dakota and shipped through to the east coast—say Boston—with a stop off at a convenient point for milling. This in the main is a beneficent arrangement and works harm to no one. But it, too, is worked to the advantage of the big shipper as against the little one. The little fellow must ship the same stuff in about the same amount as he receives. The big fellow is bound by no such foolish necessity. He ships less or more at the through rate as circumstances render desirable. A manufacturer of machinery in Port Huron, Mich., finds that he can ship his machinery from there to Mobile, Alabama, at a cost of 50 cents per hundred. When he tries to do business in Cleveland, Tenn., he finds that he can only get a rate of 65 cents, although Cleveland, Tenn., is some hundreds of miles nearer Port Huron than Mobile. What is he to do? Why pay the difference, of course, or else quit doing business there. Here is another concrete case. A car of lumber will go from Bay City, Mich., to Detroit for six cents per hundred pounds. From Bay City to Toledo the charge will be for selfish ends, but it must follow that

seven cents per hundred. Here is a cost of one cent for the haul from Detroit to Toledo. But if the Detroit merchant wants to sell a car of lumber in Toledo he must pay four and one-half cents. The three and one-half cents puts him out of business. He sells no lumber in Toledo unless he can have it shipped from some other point than Detroit.

All these discriminations against localities and individuals are, of course, every time some person or place is given an advantage, that some other person or place must suffer. A rebate comes first out of the pocket of the railroad owners and it would seem as though a far-sighted management would welcome anything which would put a stop to the drain and put all on a common footing. The truth seems to be that each distrusts the other. Each fears that the others will not stop the favoritism and that business will be lost to itself if it stops.

The Railroad Claim Agent, Otherwise Known as "He of the Cast Iron Nerve"

THERE was once a man who had become possessed of a large amount of this world's goods and said unto himself: "This town is too small for me, I will rise and collect together all of my possessions, hire me a car and put into it my household goods, my carriages and all my belongings and ship them to a far city, where I will take to myself a house and furnish the same with these my goods and will invite my friends to come to me, so that hereafter I will enjoy myself and live at ease, me and my household."

And behold he did as he had said; he paid wages to a man in whom he had faith so that his goods should be carefully packed and reach the far city in good condition, and on a certain day he went forth to the railroad station and paid many ducats to the agent for the transportation of his car of goods which had been so carefully packed, and went forth, he and his household, and hired sections in a Pullman palace car which should carry him to his destination, there to wait many days, living at a hotel at high cost.

Now behold, the car in which the good man's goods were shipped was routed over many different roads. On the first of these roads one of the wheel bearings became over-heated, owing to the high speed at which the train was run, so this car was placed on the first convenient side track, where it remained many days while the good man continued to pay high prices at the hotel. On the second road over which the car was routed a second accident happened and a broken draw-bar was the cause for another delay of a week, during which the that I may have that which rightfully belongs to me," and the lawyer did as he was bid.

On the third road a collision resulted in a third delay, and the good man haunted the office and wailed greatly that his car did not arrive, making the life of the agent a burden, continuing at the same time to pay hotel bills.

But lo, one day long to be remembered, the delayed car arrived and the good man was requested to pay more ducats for freight from some fault of classification made by the first agent, but the good man sayeth, "Nay, nay, Pauline, I will not pay more; if there be other charges, it must be collected from the agent at the place whence I came, as I hold a papyrus signed by him that all payments have been made."

After many loud words had been spoken and after much controversy the good man obtained possession of the car and opened it; but alas, he became much wroth and bewailed mightily, for many of his possessions were spoiled utterly; his musical instruments were marred and broken; his chairs on which he sat at meat were with broken legs; his tables were scratched beyond repair, and all in all his damages were of great amount. The good man called to the agent and said: "Behold the wreck of previous greatness. My possessions are of no value; I am not able to

take them to my new home, nor can I ask my friends to visit me and to sit at meat with me. What can I do?" Then spake the agent to the good man, saying: "Behold I see that your goods are in a bad condition, but no doubt it is the fault of the man to whom you paid money to pack your goods in the car. In any case, you have given to us a release that holds us guiltless of any responsibility for damages. You can, however, if you so desire, make a claim for the damages, and I will do what is possible to have the worth of your damages returned to you in a short time."

The good man listed the damaged goods, setting at the side of each article the amount it would cost to replace it in the same condition as when the shipment was made, and behold, the amount of said claim was a goodly amount, being much more than the good man had paid for the transportation of his entire goods from the city from which he came. The good man then hired many carpenters and skilled workmen that his goods might be repaired, saying to himself, "Lo, in a few days will be returned to me the amounts I have to pay for this work, as told me by the agent." But alas, the good man was not acquainted with the ways of the railroad claim agent, he of the cast iron nerve, who is set over many slaves who do his bidding and whose duties are to make miserable the lives of all the unfortunates who are in a like case with the good man we have described, and who write many and voluminous letters showing in many and devious ways the reasons why their roads are in no sense responsible for any damages to goods which have been shipped.

Our good man waits patiently many days, when finally the agent comes to him with many letters bound together with red tape, which he is asked to read, but of which he is unable to discern the meanings, except that he is offered ten per cent of the amount of his claim if he will release the companies from any further liability. The good man rises up in his wrath and says: "I will not accept this small amount after all the expense and trouble to which I have been put; you will pay me the entire amount of this claim or my lawyer shall be instructed to levy on you for it, for behold, I will pay much more in expenses but that I receive my just due."

Then goeth the agent away and maketh a second report to him of the cast iron nerve as to all the good man had said. He of the cast iron nerve filed away all papers in a receptacle, saying: "We will wear out the patience of the good man, and behold, after many days he will be glad to accept anything we may offer him."

But he of the cast iron nerve knoweth not the good man, for after waiting again many days, ye good man goeth to his lawyer and sayeth to him: "Behold this claim which has been now many moons in the hands of he of the cast iron nerve remains unpaid, therefore you will at once notify him that you have authority to make the collection in any way as seems to you best that I may have that which rightfully belongs to me," and the lawyer did as he was bid.

Then cometh again the bundle of letters with its red tape, the man with the cast iron nerve again making a proposal for settlement of fifty per cent of the claim of the good man, but which was likewise rejected by the good man.

Again, after many days, ariseth the good man and sayeth: "He of the cast iron nerve surely requires that I again serve him with notice that payment is to be made, so I will go hence to my lawyer and again ask him to secure judgment for that which is justly due me." And he did so, even as he had said.

Lo, and behold, he of the cast iron nerve awoke and sayeth: "Verily, I believe the good man intends that he shall be paid, so it behooves me to get busy and have a voucher passed to his credit for the amount of his claim," and he did so, even as he had said.



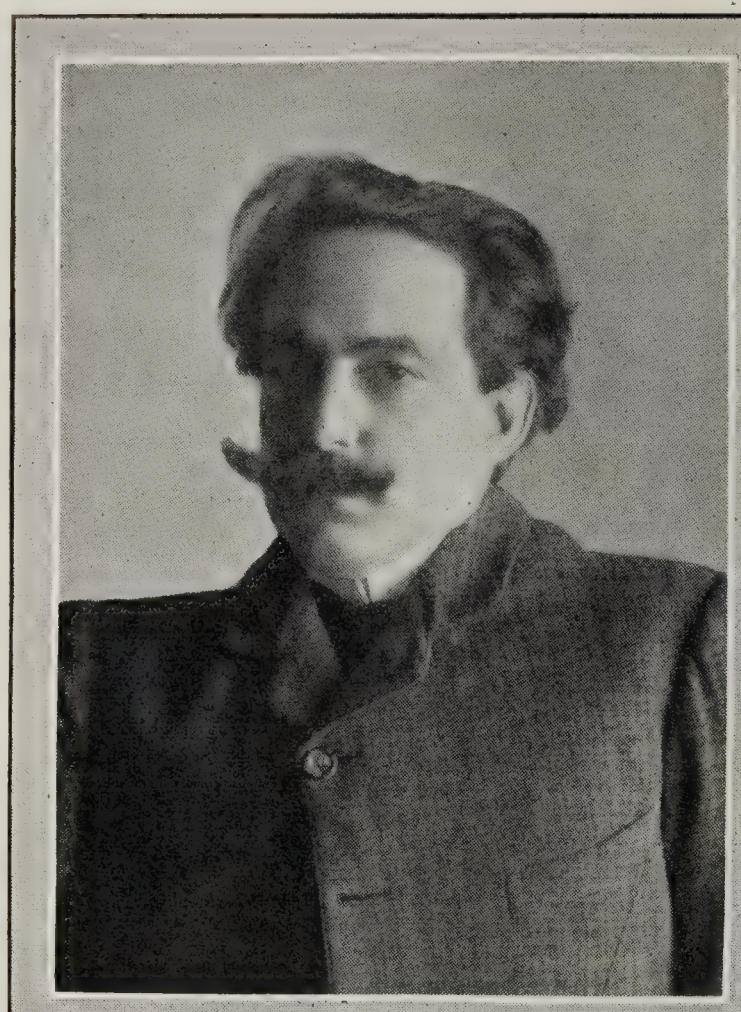
READING FROM LEFT TO RIGHT—T. LARRINAGA, REPRESENTING PORTO RICO; DR. L. ROWE, U. S. DELEGATE; W. J. BUCHANAN, CHAIRMAN U. S. DELEGATION.

The Pan-American Congress

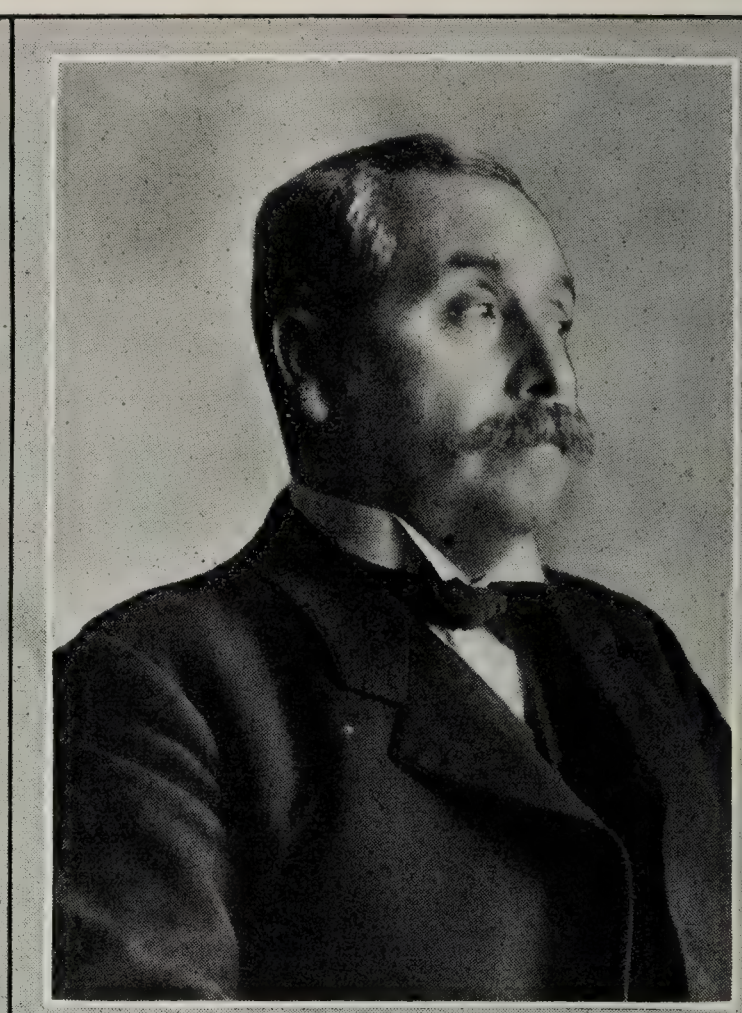
By WALDON FAWCETT

THE Third International Conference of the American Republics which, opening at Rio, Brazil, on July 21, is to continue its sessions until September or later, brings into consultation a picked body of the most progressive statesmen in the New World, and is bound to be significant and far-reaching in its results. Moreover, the influences exerted directly and indirectly as the outcome of the deliberations of this all-American congress will be by no means confined, as might be expected, to the political sphere. Indeed, it is a question whether the political outcome of the gathering will not be wholly overshadowed in importance by the achievements on behalf of improved business intercourse and extended trade relations between the independent states of this continent. This is as it should be, from the Yankee standpoint for the solidarity of the interests of all America is of first importance to every business man in the United States, whether engaged in international trade or not.

Perhaps the best evidence as to the number of points at which the world of affairs will be touched by the conclusions reached at what might almost be designated as the Rio commercial congress is to be found in a brief resume of the 14 general topics to be discussed at the conference at the Brazilian capital. First of all there is the proposal for the reorganization of the International Bureau of the American Republics on a permanent basis and the project for en-



SENOR GONZALO DE QUESADA, REPRESENTING CUBA.



SENOR BERNARDO CALVO, REPRESENTING COSTA RICA.

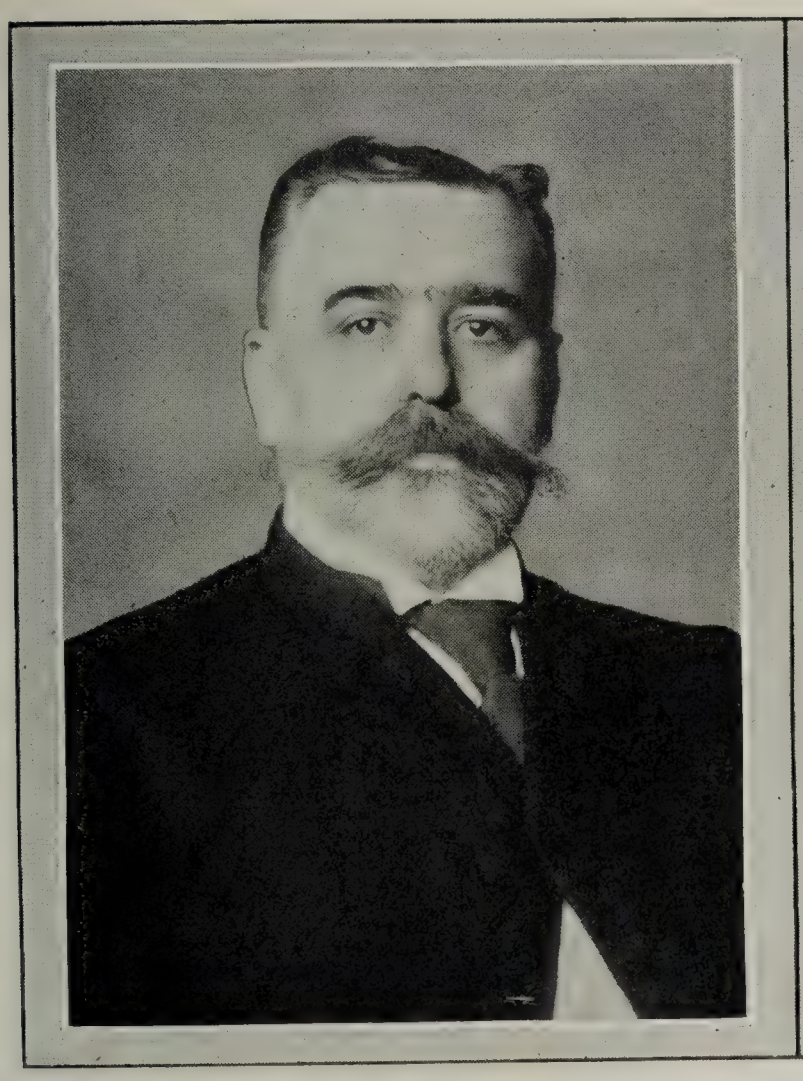
larging and improving the scope and efficiency of this unique institution.

Certainly no enterprise could be suggested the extension of which would mean more to Yankee business men than this self-same International Bureau of American Republics. The bureau, which has its headquarters in the city of Washington, was organized in 1890 as the outcome of a suggestion made at the first Pan-American Congress held in Washington during the winter of 1889-90. Since that time the bureau, which is supported jointly by the various American republics, has been ceaselessly active in the cause of an improvement of business intercourse and by publishing commercial directories and handbooks, and bulletins for merchants, manufacturers and shippers has made itself a trade-builder of the greatest practical value. Naturally any extension of the "missionary work" of this highly useful bureau of publicity and promotion would be more than welcome to industrial, jobbing, exporting and importing interests.

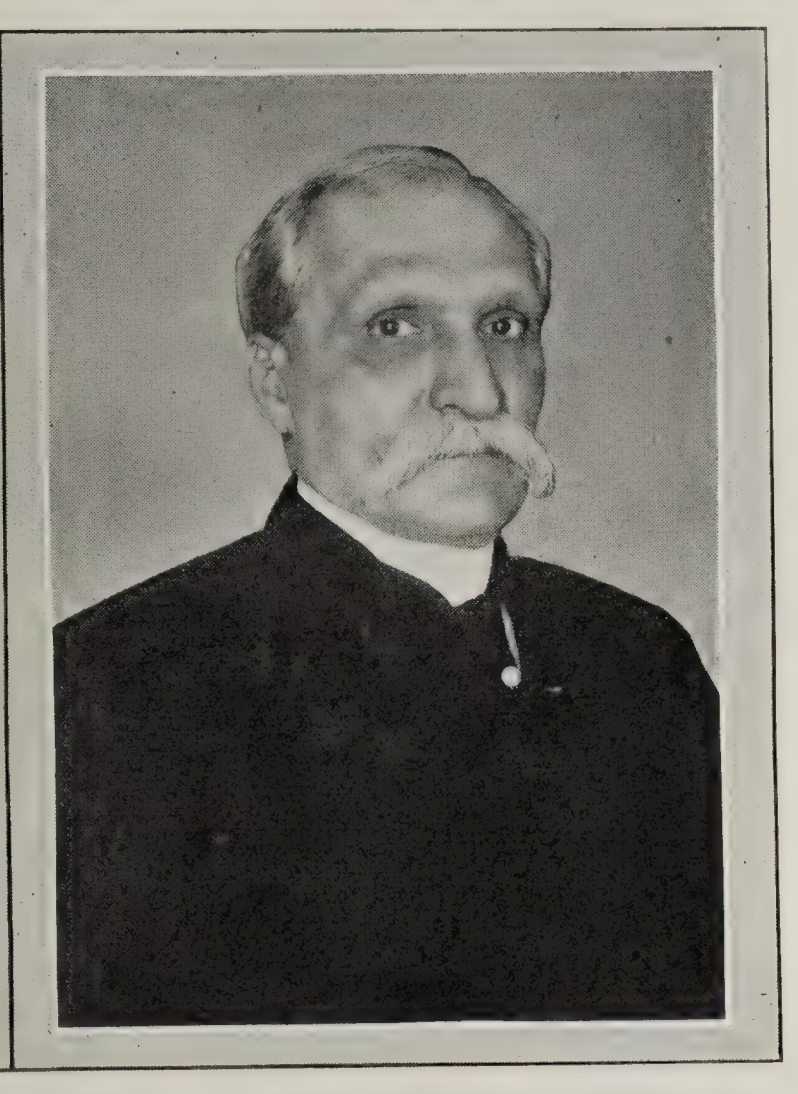
The second, third and fourth subjects which have been assigned for consideration at Rio embrace the question of arbitration for pecuniary claims and the much-debated issue as to whether, if at all, the use of force in the collection of public debts is admissible At first glance these topics may appear to be political rather than commercial but the satisfactory settlement of the questions involved would be of immense advantage to the numbers of American firms and individuals holding concessions of one kind or another in South and Central America and many of whom have in the past encountered many obstacles in seeking the adjustment of claims.

Another interesting task which has been assigned to the Brazilian assemblage is the making of arrangements for a committee of jurists who shall prepare for the consideration of the next Pan-American Congress following that at Rio a draft of a code of Public International Law and Private International Law. The jurists who will be selected for this responsible duty will be asked to devote especial attention to commercial law. The subject of naturalization will also come up for discussion and the advisability of concluding a new convention defining the rights of naturalized citizens who renew their residence in their native country will be considered.

A prominent place in the program has been given to the general subject of "The Development of Commercial Intercourse Between the American Republics" this comprehensive topic being subdivided so as to emphasize the more urgent needs of the age looking to reciprocal commercial relations. Among the policies for the carrying out of



SENOR DON JOAQUIN WALKER-MARTINEZ, REPRESENTING CHILE.



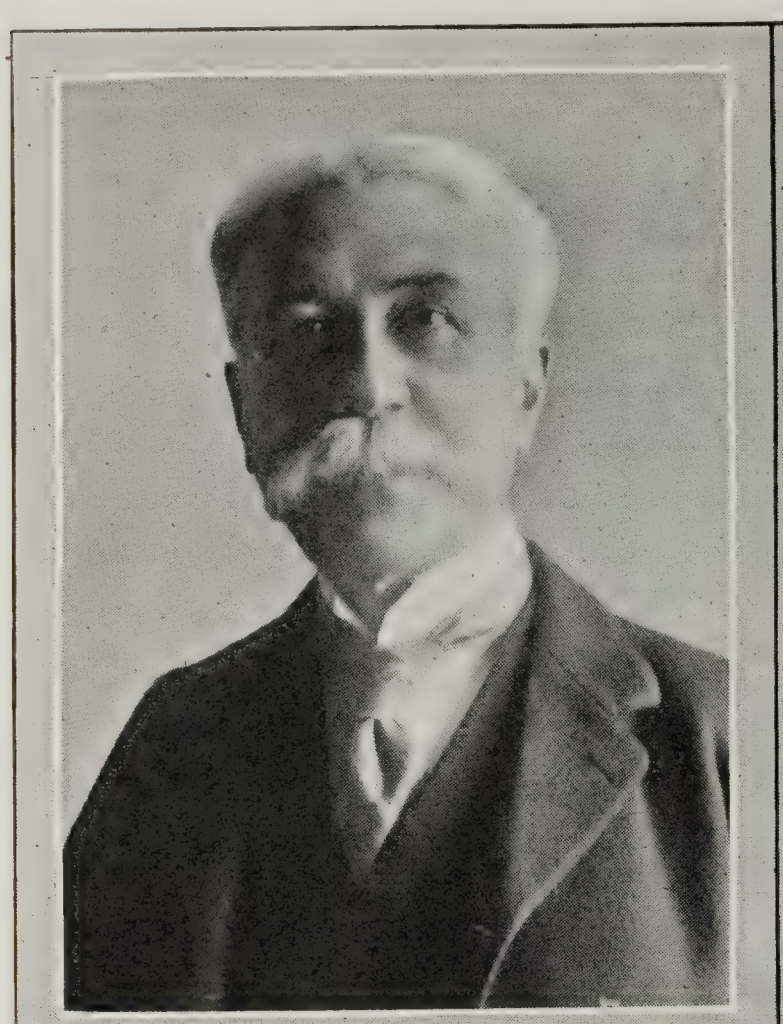
SENOR DON DOMINGO DE OBALDIA, REPRESENTING PANAMA.

which ways and means will be sought are: the securance of more rapid communication between the different nations; the conclusion of commercial treaties; the greatest possible dissemination of statistical and commercial information; and the adoption of measures tending to develop and extend commercial intercourse between the republics forming the conference. It will be observed that in this category of commercial defects and possible remedies will be found the present crying need for direct lines of steamers between the United States and the principal ports of South America, the lack of which is now diverting to European marts the valuable trade of this rich region which should by right come to Yankee business houses.

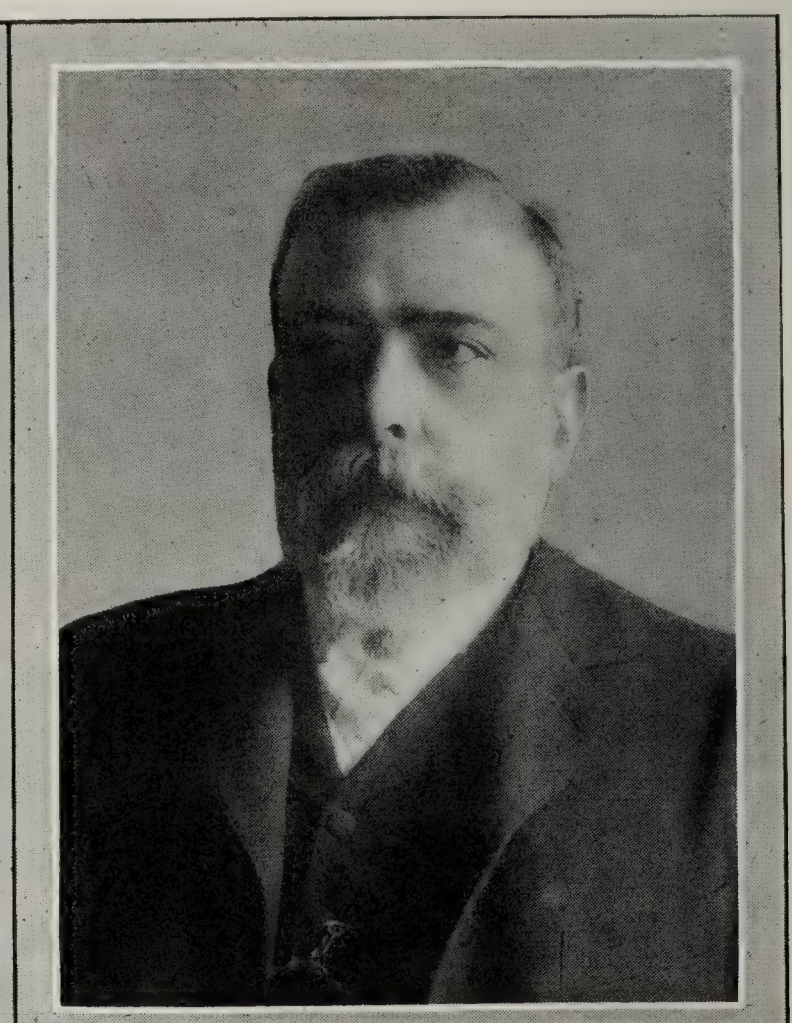
A kindred movement on behalf of business interests will be the steps taken by the conference looking to the simplification and co-ordination of the custom and consular laws referring to the entry and clearance of ships and merchandise. Likewise the consideration of the subjects of patents and trade-marks. In this sphere it is hoped to take steps tending toward uniformity in patent laws and procedure and to make provision for the creation of an International Bureau for the Registration of Trade-marks—both projects of deep significance to the business interests of the United States in view of the rapid expansion of Pan-American markets. Copyright legislation is also to receive attention.

Yet another subject dear to the heart of many an American business man which is to come before the congress, is the Pan-American Railway. This Pan-American road, as most of our readers are aware, is to be formed by amalgamating into one system the various steel-tracked highways on the continent, forming a continuous rail line from New York and Chicago to Buenos Ayres, Argentine Republic. It will be of vastly greater value to international trade interests than either the trans-Siberian or the projected Cape to Cairo Railway now being constructed from end to end of the African continent. The conference at Rio will reaffirm the interest of all the American republics in the success of this project and will make recommendations to the different republics with regard thereto. Several of the Pan-American nations have already taken steps to build their sections of the road and these activities will be cited as object lessons for the less energetic governments of the continent.

Without in any sense underestimating the importance of the results of the two former Pan-American Congresses it may be pre-



MR. JOAQUIN VABUCO, REPRESENTING BRAZIL.



SENOR PORTELA, REPRESENTING ARGENTINE.

dicted that the present conference will in its ultimate outcome far overshadow them. The most significant results of the first Pan-American Conference were found in the establishment of the International Bureau of American Republics and the launching of the Intercontinental Railway by the appointment of commissioners, ordering of surveys, etc. The second congress made arrangements for the customs congress and the sanitary convention which were held in 1902 and 1903 respectively and also arranged for the commission appointed to study the production and consumption of coffee, a body whose researches proved of distinct aid to the coffee trade. This second conference also took steps to facilitate international commerce and looking to the settlement by arbitration of pecuniary claims for indemnity.

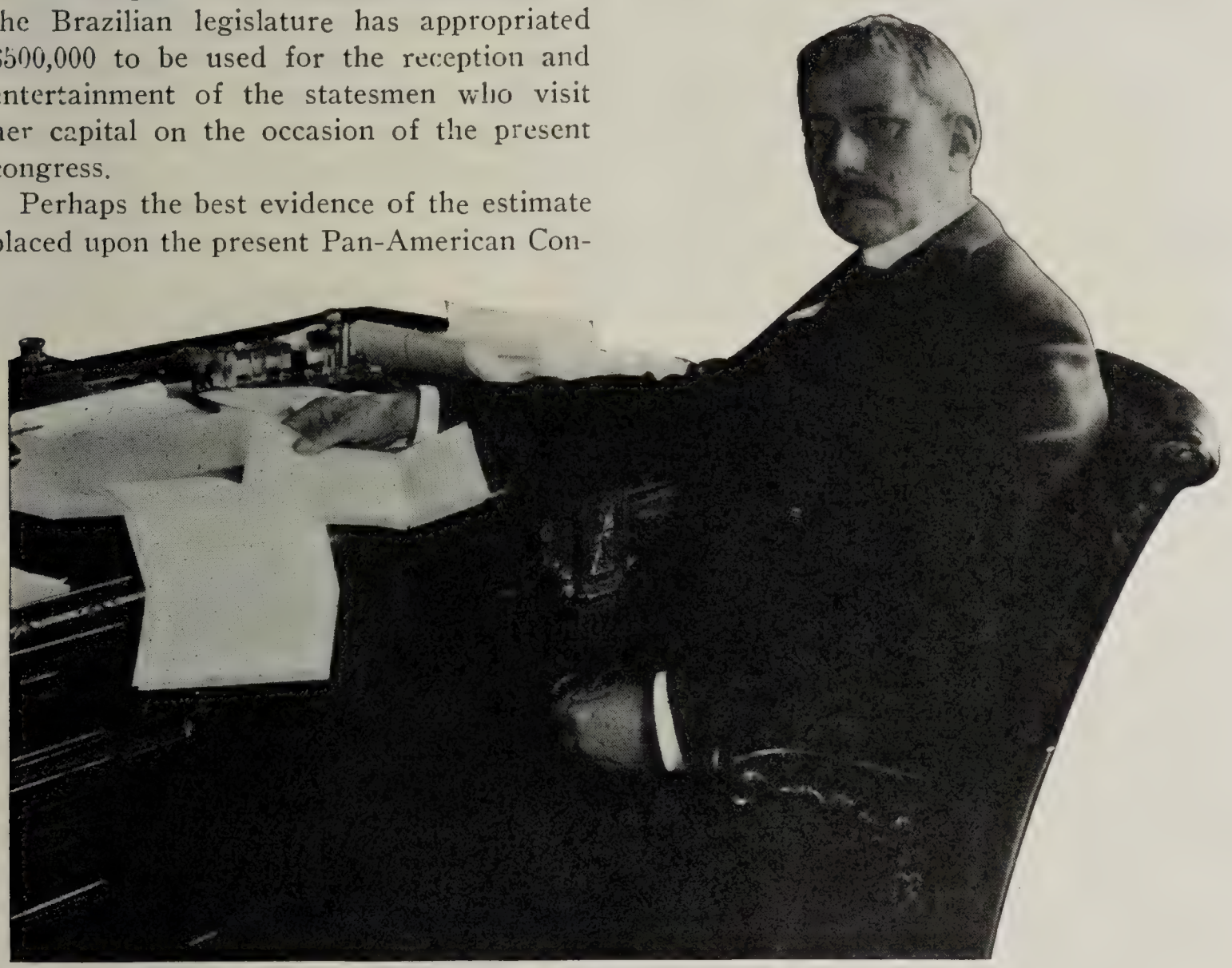
It should not be supposed from the fact that reference has been made to only three Pan-American Congresses that the entire crusade for a commercial union of the republics of the continent has been embraced in the interval between 1889 and 1906. As a matter of fact Henry Clay was the originator of the idea of the solidarity of the interests of all America. It was his desire to have that solidarity assume a concrete form in the Congress of Panama in 1826 which marked one of the first attempts to form close connections between the independent states of Central and South America. The Panama Congress, however, came to naught, as did many other similar gatherings which were projected as years went by.

In the two decades prior to our Civil War there were several congresses, at each of which a greater or less number of South American governments were represented, but these meetings were designed to deal entirely with Spanish-American interests, and accordingly the United States did not participate, although invited in several instances. In 1881, however, James G. Blaine, who had always taken the deepest interest in the subject of American unity, and who was at that time Secretary of State, took the first steps looking to the assemblage of a general congress made up of representatives from every independent state on the continent. The meeting was originally set for the year 1882 but international complications in South America necessitated postponement, and it was not until the winter of 1889-90 that there finally met in Washington what has since been known as the first Pan-American Congress.

The present gathering at Rio finds a fuller representation of the American republics than attended either of the preceding conferences. Indeed, Venezuela is the only

independent state not represented at the Brazilian capital and her failure in this respect is not due to any lack of sympathy on the part of the Venezuelan people, but simply to the whim of President Castro, who takes this means of intimating his displeasure that his capital, Caracas, was not chosen instead of Rio as a place of meeting. The first Pan-American Congress, held in Washington, cost the United States $200,000, the Mexican government expended $400,000 upon the second conference; and the Brazilian legislature has appropriated $500,000 to be used for the reception and entertainment of the statesmen who visit her capital on the occasion of the present congress.

Perhaps the best evidence of the estimate placed upon the present Pan-American Con-



SECRETARY OF STATE—ELIHU ROOT.

ference by the various governments of Central and South America is found in the high character of the men chosen as delegates. Statesmen such as Senor Don Joaquin Walker-Martinez, of Chile; Senor Don Epifanio Portela, of the Argentine Republic; Mr. Joaquim Nabuco, of Brazil, and Senor Don Gonzalo de Quesada, of Cuba, representing the best thought and most progressive policies of their respective nations. The same may be said of such delegates as Senor Bernardo Calvo of Costa Rica; Senor Don Jorge Munoz of Guatemala; Senor Manuel Alvardez Calderon of Peru, and Senor Don Domingo de Obaldia, the representative of the newest republic, Panama.

The United States of America likewise indicates an appreciation of the significance of the conference by the personnel of her delegation. The chairman of the United States delegation is Mr. William I. Buchanan, of Sioux City, Iowa, chief of the Department of Agriculture at the World's Columbian Exposition at Chicago, minister to the Argentine Republic, director general of the Pan-American Exposition at Buffalo, first United States minister to the republic of Panama, delegate to the Second International American Conference at the City of Mexico and now in charge of the interests of the Westinghouse Manufacturing Company in Europe. His associates are Paul S. Reinsch, professor of political science at the University of Wisconsin; A. J. Montague, who has just retired as governor of Virginia; Prof. L. S. Rowe, head of the department of political science in the University of Pennsylvania; Van Leer Polk, the well known Tennessee lawyer, and T. Larrinaga, delegate representing Porto Rico in the Congress of the United States. A glance at this list shows that all sections of the country are represented and that our business, legal and political interests have spokesmen on the delegation. Charles Ray

Dean, of the Department of State, will act as secretary of the United States delegation, and will be assisted by Mr. William C. Fox, director of the Bureau of American Republics. To defray the expenses of this delegation Congress has appropriated the sum of $75,000.

A unique feature in connection with this year's conference and one of vast import to American trade and political interests is found in the visit to Rio, at the time of the congress, of Hon. Elihu Root, Secretary of State of the United States. Secretary Root is not a member of the United States delegation, although he may act with them in an advisory capacity. His role at Rio is primarily that of a spectator but his visit to the Brazilian capital and to the other leading ports of South America—for he will tour the entire continent—is designed to have a complimentary significance aside and apart from the gathering of New World statesmen.

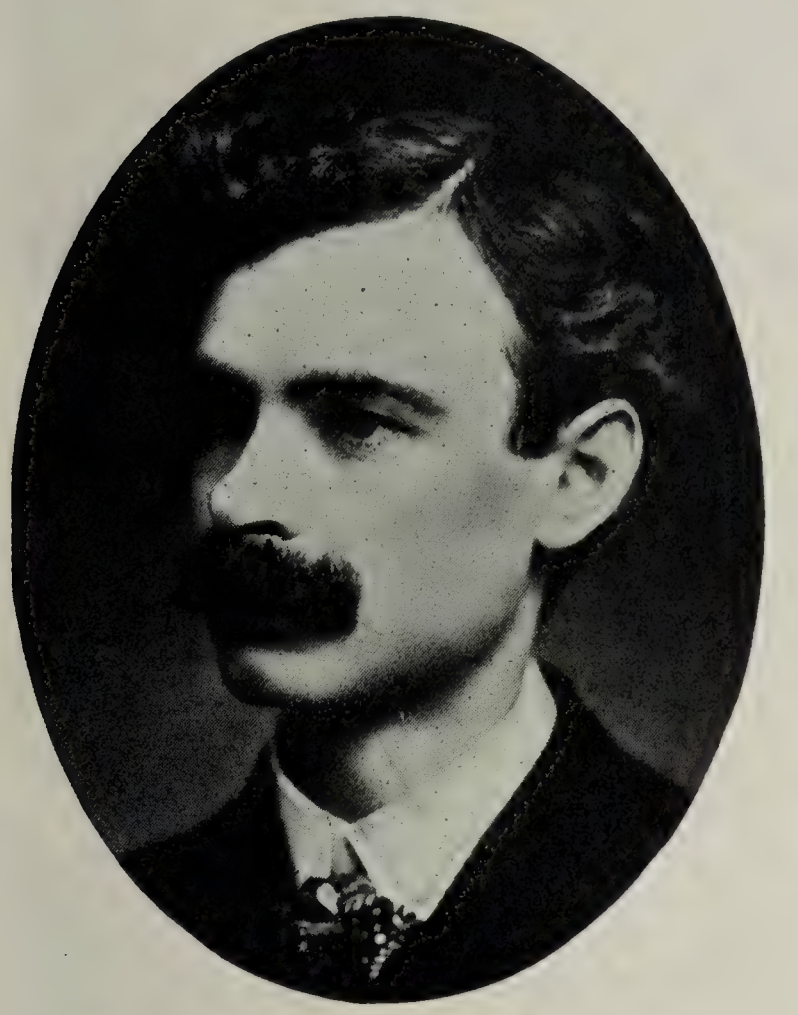
The chief object of Secretary Root's journey is to enable the Yankee premier to make the personal acquaintance of the presidents, ministers of foreign affairs and leading statesmen of all the South American countries with the hope that the mutual understandings that can be arrived at in friendly and intimate personal intercourse will promote friendly relations between this republic and our neighbors on the continent and perhaps pave the way for concert of action in matters affecting the sisterhood of nations. Secretary Root, who is accompanied by his wife and daughter, travels in state becoming the dignity of his position on the new U. S. cruiser Charleston, a vessel that as a magnificent specimen of modern naval construction is in itself calculated to impress the Latin-Americans. The Charleston is in command of Commander Cameron McR. Winslow, who was until recently naval aide to President Rosevelt, and who has a very extensive acquaintance in Pan-American official circles.

Secretary Root will not remain at Rio throughout the entire period of the congress but will proceed southward to Uruguay and the Argentine Republic, thence through the Straits of Magellan to Chile and up the west coast of South America visiting the republics in turn. In each country the Charleston will touch at the principal ports and when the capital of the nation visited is located in the interior the Secretary of State and party will journey overland to the seat of government. Secretary Root, through his incumbency of the position of chairman of the international committee which has been meeting in Washington this year to prepare a program for the Rio Conference has been brought in especially close contact with leading Latin-Americans. He has come to understand the character of the Spanish and Portuguese speaking peoples and to share their national aspirations. By instinct a clever diplomat and reinforced by the confidence which he has gained the present head of our State Department is admirably qualified for this present role and it is predicted that when he returns to the United States next October Mr. Root will have cemented more firmly than ever before the friendly relations between the United States and the other American republics.

Convention of American Institute of Bank Clerks

THE IMPORTANT PART IN THE PROCEEDINGS TO BE TAKEN BY THE DETROIT CHAPTER

A PROGRAM of unusual interest is being prepared for the fourth annual convention of the American Institute of Bank Clerks to be held in Atlantic City, September 6th, 7th and 8th. F. M. Polliard, of Pittsburg, chairman of the speakers' committee, has announced that most of the speakers have been secured, and John C. Williams, of Chicago, chairman of the Committee on Departmental Discussions, has arranged for a free discussion to follow each paper. Among the prominent speakers will be Hon. Leslie M. Shaw, Secretary of the Treasury; Joseph French Johnson, dean, New York University, School of Commerce, Accounts and Finance; Dr. Edward Sherwood Meade, director, Evening School of Accounts and Finance, University of Pennsylvania; Alexander Gilbert, president, Market and Fulton National Bank of New York; and E. D. Hulbert, vice president, Merchants' Loan & Trust Company of Chicago, and president of the Institute. Several other members of the various chapters will be assigned to different subjects, and one of the principal features of the convention will be a debate on the question: "Resolved, That for Congress to establish a national reserve bank (similar to the Bank of England or the Second United States Bank) would be for the best interests of this country."



CHAS. J. HIGGINS, PRESIDENT DETROIT CHAPTER.

The Detroit chapter, which is one of the thriving divisions of the order and was among the first instituted, has a present membership of one hundred and thirty-five, every bank and trust company in Detroit being represented. The reputation of this chapter for maintaining a high standard is so well recognized that it has been selected this year to uphold the affirmative end of the question, while the negative will be upheld by three men chosen from the Pittsburg chapter whose success in this line has given them the eastern end of the debate. These are distinctions eagerly sought after by all of the 42 chapters of the Institute, and the present subject is one of widespread interest in financial circles. The delegates from Detroit who will take part in the debate are Charles J. Higgins, of the People's Savings Bank; Walter G. Toepel, of the Michigan Savings Bank; and Theo. F. A. Osius, of the Wayne County Savings Bank.

Detroit has partaken with honor in three previous debates, none of which, however, have been at a convention of all the chapters. Their first effort of this kind was in Detroit with the Cleveland chapter as their opponents on the subject, "Should National Banks be permitted to do a savings business to compete with trust companies and savings banks that do a commercial business?" The second was in Chicago on the question, "Should municipalities own and operate their own utilities?" The most recent one was in Cleveland on the question, "Should the National Bankruptcy Act be

repealed?" The officers of the Detroit chapter are Chas. J. Higgins, president; E. P. Vanderberg, vice president; W. T. McFawn, secretary; and W. H. Farr, treasurer.

The American Institute of Bank Clerks was organized by the American Bankers' Association for the purposes of specially training its members in those branches of practical education which have a direct bearing on the business of banking; of originating and circulating literature relative to the art and science of banking and business administration; of studying important topics by means of essays or inter-city debates; of affording its members the the principles of banking, science of finance, the principles of banking, science of finance, applied economics, commerce, accounts, and other subjects of practical value to employes and officers of banks.

Some of the novel means adopted to entertain and instruct the members of the chapters have been contests of various kinds. A money counting exhibition has been held several times. The expert tellers in the banks of the city are invited to sort out and prepare for deposit a mixed lot of currency, silver, change, etc., thrown together with studied disorder. Prizes have been given to those performing the task in the shortest space of time.

Another event of interest is the adding machine contest. A bundle of two hundred checks of various sizes and amounts is listed and footed; contestants sometimes number as many as 20 or 30, and the one who wins the first prize for speed and accuracy earns it by hard work.

Another favorite contest is in mental addition. A list of amounts is called off and the contestants enter them on a sheet, adding it when the last amount is given. It requires a stop-watch to determine the winner in a contest of this kind, for they finish almost invariably at about the same time.

These are among the lighter events of the Institute, but the greater part of the time at the chapter meetings is taken up by papers and discussions on the various departments of banks, lectures on political economy, and study of the negotiable instruments law, of commercial law, and other weighty subjects. So successful has the institute been that the American Bankers' Association, which organized it six years ago, is enthusiastic over its work in elevating the employes of banks to a higher standard of knowledge and efficiency.

The Slide Rule.

The slide rule for purposes of accounting is practically unknown. One reason is that it is not included among office supplies for general sale; another is that book-keepers think it is a very complicated affair and are afraid to learn it.

The instrument is capable of performing a vast multitude of intricate calculations and at the same time, for the ordinary operations of multiplication and division, it is simplicity itself.

Accounting Firm Expands.

The important and well-known firm of public accountants—Wilkinson, Reckitt, Williams & Company, of New York, Philadelphia and Chicago—announce that they have admitted into partnership

Harold Benington, A. C. A.,
William Aitken Milligan, C. P. A.,
Albert Warren Rugg, C. P. A.

The firm name will remain unchanged.

How the Boys Might Save, and Ought.

I saw the other day, says John A. Walker, vice president and general manager of the Joseph Dixon Crucible Co., three eight-dollars-a-week young fellows; I say eight dollars a week, for they looked it.

All three were smoking; all three were sitting in what they called a "Dago's" shine chair getting a "shine." After the shine all three went to a barber shop for a "shave." Here were three wastings of cash by these eight-dollars-a-week boys.

First, they need not smoke, or need not until they can better afford it. Next, they should both shave themselves and shine their own shoes. Done, as it doubtless is twice a week, it costs them 50 cents a week; this is $26 per year, and is equal to the interest on $500 a year at five per cent.

I don't speak for undue saving; I rather bespeak liberal spending if one can afford it, but an eight-dollars-a-week boy has no judgment when he throws away $500, for this is what he does when he wastes the interest on that much capital.

The saving system, until you can afford to spend, would put many a "young feller" beyond the caprices of fate.—*Geyer's Stationer.*



ONE OF THE GASOLINE CARS IN THE BOOK DELIVERY OF CHICAGO PUBLIC LIBRARY.

The Good Sense of Motor Traffic

THE PROPHESY OF A RECONSTRUCTION OF COMMERCIAL TRANSPORTATION ASSURED BY PRESENT EXPERIENCE AND ITS ULTIMATE FULFILLMENT UP TO THE AVIDITY WITH WHICH BUSINESS MEN TAKE THE MEASURE OF THE VEHICLES NOW BEING IN SERVICE

By E. RALPH ESTEP

THE field of commercial transportation by motor is one of the most important and eventually profitable branches of economic development, despite the evident truth that many of the earliest prospectors "went against" salted mines. Lured by glossy paint, the name "automobile," the accompanying novelty and the suggestion of enterprise, business men in various sections of the country bought quickly the first commercial motor vehicles that were offered for sale. Their experiences were varied and largely disappointing. Some of these men will tell you today that their faith has returned to horses for common traffic and that the motor truck is a delusion and a snare. Pin them down to it, however, and they will admit that their judgment is based solely upon their use of some of the very first vehicles of this type to be manufactured.

It is natural enough that the early experimentalist should be stubborn to make a re-trial with later vehicles, but it is not at all rational for the average business man to hinge his decision upon the passing comment of another who bit at an unripe plum. It need not be told here how the motor vehicle industry has made wonderful mechanical strides during the last decade. Everyone knows of it; the evidence is on the streets of every city and town of the

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NOTE.—This is the first of a series of articles by Mr. Estep on the subject of the commercial motor vehicle. Succeeding ones will deal with: "Dollars and cents experiences that show economy in motor traffic," "Why some commercial motor car users lose money," "Organizing motor traffic to effect saving."

civilized world. Today the automobile is not only the pleasure vehicle de luxe, but of astounding pretense in the progress of is is—if not by any means perfect—an item traffic.

Traffic is a large word in its exact meaning. It encompasses the commercial "handling" of all the people and of all of their goods. It is the moving van of the world. That it should be affected by the modern idea of the displacement of animal by mechanical power is only hard to believe because of man's long-standing friendship with the horse.

indeed, is commercial melodrama in the bud. Some day the petals will burst into full bloom, and, behold, a new commerce!

Cost is the foundation of business judgment. But cost is often misleading. The advertiser who does not care where he steals his advertising thought has made wide use of the phrase: "It is not so much what you pay, as what you get." Still this essential truth is surprisingly slow in worming its way into the commercial study of the motor vehicle. Hence the slow acceptance of the fact that there is real economy in the comparatively high first cost of a



A GASOLINE CAR IN PIANO DELIVERY.

That motor influence is good business sense has been demonstrated. That the experience of the first to use motor vehicles in business will not be repeated by those who install in commercial service motor vehicles of present patterns, has also been demonstrated. That it is simply a problem in dollars and cents, with the balance on the right side of the ledger, has been shown. That it is more far-reaching in its trend than one would ordinarily presume is being hinted at by the closer students of the situation.

The commercial motor vehicle certainly means readjustment of business, because distribution is so great a factor in business that the revolution of distribution forces a concomitant revolution of business. Here,

business automobile. The prejudice is simply a natural one. The argument against it is plain and old fashioned—a flat building costs more than a cottage but the incomes from rents is greater in proportion.

That it accomplishes more is the whole story of every machine success. The motor truck or other vehicle of commerce is a machine and has a machine's right to cost more than the means it supersedes. This stage in the reasoning toward the acceptance of motor traffic is more easily convincing to business men than the next, or stage that has to do with additional or operating cost, as set off against the work done. This point can only be reasoned on the streets, and it is here in the large cities that scores and hundreds of users of motor wagons are

daily showing the rest of the commercial world that motor traffic does accomplish so much more than horse traffic that its greater first cost is warranted, and also that its cost of operation in comparison with work done furnishes a striking inducement to the more conservative.

Recent examples of the hard usage of first-class commercial motor vehicles have shown that a rough estimate of the situation easily gives the motor wagon four times the hauling ability of the horse-drawn vehicle. Particular instances increase this ratio to eight and even ten to one. In all cases the general adoption of the motor would increase the efficiency of all motor vehicles by the creation of street conditions better suited to this form of traffic.

See what this means: In Chicago, for instance, 60,000 horse-drawn wagons, according to the most conseravtive estimates of those who ought to know, traverse the down-town streets transferring the goods of the city's traffic. They average two tons of hauled goods each per day, or altogether haul 120,000 tons. Fifteen thousand motor vehicles can do this work. Sixty thousand motor vehicles could haul in a day, in the same service, 480,000 tons.

The commercial wagons of Chicago right now, would, one following the other closely, reach from Chicago to Detroit. When traffic of such scope as this is multiplied in efficiency by four or more times, and consistently reduced in cost, think what has happened to traffic economy. And this is one city.



LIGHT QUICK DELIVERY A LA MOTOR CYCLE.

Granting, for the sake of speculation such as this, the effective economy of motor over animal traffic, he would indeed be a warped



IN WHOLESALE DRY GOODS TRANSFER.

business mind who would not be eager for rapid development. Business today does not question investment, except in its relation to income. Presented in the light of its effect upon all traffic instead of merely as a fractional item of individual progress, the commercial vehicle is much the same as some radical business policy that would multiply the effectiveness of a great corporation or "trust" by several times itself.

But the immensity of the thing and its very commercial splendor hinge irretrievably upon the individual, after all; for it is the experience of the individual who has the nerve to find out "what it costs" that will guide the mass of traffic. Correct in principle, motor traffic is, then, in the balance today and the eyes of the world are upon the scale. Encouraged by this profitable venture of his right-hand neighbor; discouraged by this unprofitable essay of his left-hand neighbor, the business man hesitates and speculates and considers.

The old method cannot be swept away over night and the new installed complete and perfect. Bias and prejudice will dissipate. Judgment will be fairer and investigation more careful. Vehicles will improve. Users will learn more of costs and their reasons for existence. Ways to increase economy will appear and develop. Systems in keeping with a new proposition will be created to get the most good out of an advantage. Wastes because of improper usage and ignorance of a novelty's require-

ments will dwindle. Streets and street conditions and possibly even many of the conditons of the transfer of goods will be readapted to meet new requirements. A general readjustment will steadily increase the economy of motor traffic. Eventually it is bound to grow so firmly imbedded in the field of commerce that it will be recognized as permanent competition of animal-haulage. Then will doubt cease and active reconstruction commence. The experiment will have become a factor and the vehicle's necessities will be considered. Instead of shoving a unique vehicle boldly into conditions conceived in a stable and handed down, generation after generation, as part of the harness of business, the guiding minds of traffic will meet the modern vehicle half-way and fix their purpose on nothing short of the universal motor car.

Credits and Sales

By CHARLES EDMUND BARKER

Associate Editor, *The Sample Case*

ONE thing that is greatly assisting in getting the sand out of the bearings of the modern business machine, is the growing cordiality and genuine spirit of co-operation that is noticeable between the sales departments and the credit departments in the big concerns. The armed truce that has prevailed between these two divisions of the organization since the beginning of business in departmental form has been productive of more friction and bad feeling than any other element. The regular thing has been an attitude of fierce resentment on the part of the selling men toward the credit men, and this has been cordially reciprocated by the credit department, coupled with a vast indifference and disregard of those who made their accounts possible.

Without attempting to analyze too closely, the trouble would appear to have arisen through a too proprietary interest of the salesman in his customers and his feeling that he was bound to stand between his trade and the house in all matters affecting their interests; overlooking the obvious circumstance that the trade is only given to him in trust, to be handled for the benefit of the house. On the other hand, the credit department has lined itself stiffly up with the accounting and financial end and suffered itself to become more and more ingrown in its inside interests. Having to be much on the defensive has put on the credit department a thick coating of conservatism and an unavoidable layer of skepticism, rendering the men doing guard duty out of sympathy with the fellows on the firing line. It's a great wonder that the effect of such a policy has not been more disturbing than it has proven. Similarly, it is not greatly to be wondered at that it has taken a long time to establish diplomatic relations.

But the outlook is heavy with hope. Things are coming around. The new and more humanized credit man is meeting the new school of salesmen on what is almost, if not quite, common ground. As a herald of the day that is dawning, there are now to be found concerns great and intelligent enough to group the sales and credits departments under one head, holding that each is dependent upon the other for the accomplishment of the completed sales transaction. This, to a mere salesman, would appear to be approaching the solution of the difficulty for all future time. The friendly co-operation which has been suggested so many times in connection with these two departments ought to be realized, and right speedily. They ought to pull together like a yoke of oxen; the one creating the account, the other preserving it. There are two functions of a sale,—getting the order, and getting the money; both have intimately to do with the customer, and both should be handled with the most intelligent regard for the getting of more orders and more money. In order that each may be more in sympathy with the other, why would it not be well for the salesmen to study the principles of credits, and the credit men to study salesmanship? This would assist each of them in getting the view-point of the other, and would engender a wholesome mutual respect that of itself ought to go far toward ratifying a permanent treaty of peace.



IN order to maintain a running inventory at values and an accurate record of costs, we combined the costs and stores departments and called it the factory accounting department, thereby securing excellent results.

To give an idea of the workout of our scheme, we will suppose the management issued a Head Office Order for the construction of 100 cars of a certain type, and then we will follow them through the shop from the standpoint of our records.

The designing department furnishes a bill of material and blueprints, from which the factory accountant makes his requisitions for stock on the purchasing department and issues his shop orders for making the cars. The Purchase Requisitions (Form 1) are made in duplicate, one copy going to the purchasing department and the other being filed for future use, such as rush notices or duplicating order to replace scrap.



ARTHUR MITCHELL

The Shop Orders (Form 2) are made in triplicate—one copy to the inspection department, one to the store-keeper, and one is filed in numerical order in the factory accounting department office. An index card is made of each shop order and filed according to the symbol number of the part, thereby making a complete cross index.

Upon receipt of stock the receiving clerk makes Receiving Slips (Form 3), in duplicate. One copy goes to the storeroom with the stock and the other to the purchasing department. The store-keeper checks the amount against the receiving slip, enters amount received on Raw Stock Record, and forwards it to purchasing department, thus giving a double check on all receipts.

The Raw Stock Record (Form 4) is filled out as far as the "Receipts" column from the Purchase Requisition, and

O.M.W. No A 1769

Requisition on Purchasing Department

Procure Stores Dept Date 4/12 1906

100	T A 6–108 cylinders

To be used for T cars H.O. No. 491

Remarks Pattern at Stones Fdry.

Stock on hand Signed Swift

FORM 1

then filed pending the receipt of stock. The firm's contingent liability can be secured at any time by taking the difference between the amount ordered and the receipts on all the raw stock records, while the difference between the receipts and disbursements, less the rejections, will give the inventory of the raw stock on hand and should check with the bin card.

If any stock received does not pass inspection, a Scrap Tag (Form 5) is made out by the inspector. These rejected parts are taken to the shipping department by the scrap man and the tag turned in to the store-keeper, who posts amount scrapped on his raw stock record and issues instructions for the stock to be billed back to the manufacturer.

All requisitions for raw stock (Form 6) are made out by the store-keeper and are taken into the shop by the truckers, who secure the foreman's receipt on the delivery of the stock. The only requisitions made out by the foremen are for replacements and shop supplies.

A Shop Tag (Form 7) is also made out by the store-keeper, and this stays in a department until all the work to be done on the shop order in that department is finished.

If it is necessary to rush some of this stock through, a Transfer Tag (Form 8) is used and sent along by the material rusher with the pieces to be rushed.

When stock is finished, the material man who has charge of the truckers sees that it is picked up and taken to the inspection department. If stock passes inspection, an Inspector's Tag (Form 9) is attached and it is forwarded to the storeroom. All that is scrapped has a scrap tag attached. This is taken care of by the scrap man and the scrap tag is posted on the cost records, then

O.M.W

SHOP ORDER

H.O.O. 491 Date 4/21 1906 Shop Order No. 987

Bin No 87 Maturity 6/3 1906 Symbol T.A 6 - 108

Name Cylinders Quantity 100

OPERATIONS

	Description	Dept.
No 1	Pickle & Water Test	5
No 2	" Bore & mill back face	" 13
No 3	" Mill manifold joint	" 13
No 4	" Mill for valve stem guide	" 13
No 5	" Mill for fan bracket	" 13
No 6	" Tap and plug all holes	" 18
No 7	" Clean	" 18
No 8	" Inspect	" 8

Original to Insp Dept. 1st Copy Stock Dept 2nd Copy F.A.D.

FORM 2

1 To be O K'd and sent to Purchasing Dept. within 24 hrs. of Receipt
2 When checked and priced by Purchasing Dept. to be forwarded to General Account Dept.
3 After comparison with Original Invoice to be forwarded to F.A.D.

O.M.W. RECEIVING DEPARTMENT Date 5/8 1906

STOREKEEPER. The following Material is hereby delivered to you.

Having been received from Stones Foundry to apply on Order No. 1088

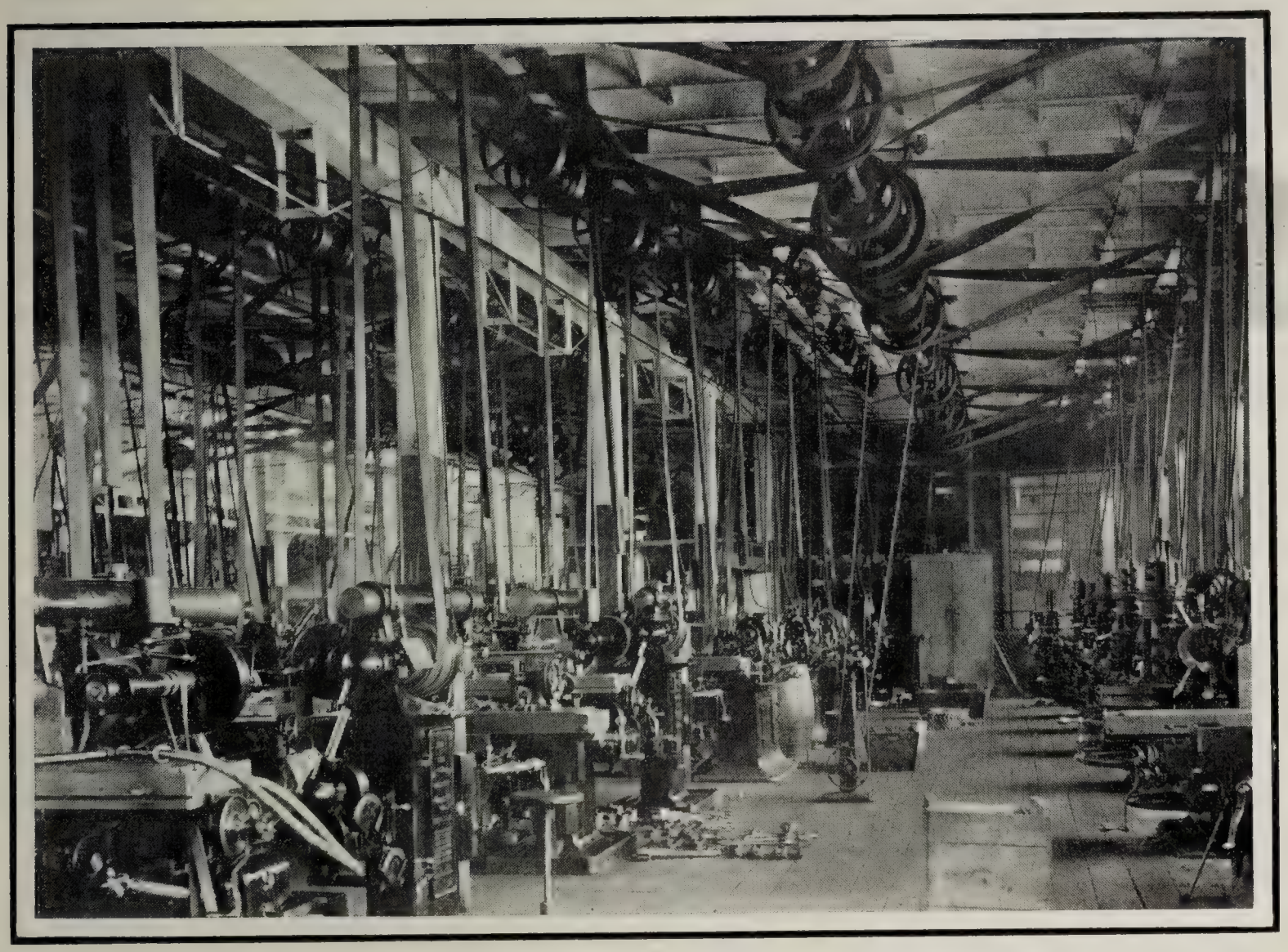
For use of Purchasing Dept. only

20 Cylinders T.A 6 – 108 –	600	5	20 ea.	104	00

Req No 1769 H.O. Order No. 491 No. 7301

Signed	Signed	Signed
Small	Jones	Dunne
Store keeper	Purchasing Dept.	Genl. Acct. Dept.

FORM 3



SECTION OF THE MILLING MACHINE AND GEAR CUTTING DEPARTMENT.

filed according to department number so that it can be referred to by the superintendent.

The receipts on the Finished Stock Records (Form 10) are secured only from inspector's tags, and the disbursements from the finished stock requisitions, which are the same as the raw stock requisitions except in color and in that the word "Raw" is omitted.

In sending stock into the assembling department, the store-keeper puts the parts necessary for an assembly in a box, and a bill of material of all the parts necessary for that assembly is attached to the finished stock requisition which the foreman signs. Should there be a shortage of any parts in the storeroom, the store-keeper makes out a Shortage Slip (Form 11).

The assembly records are similar to the finished stock records, and the information for posting is secured in the same way, except in the case of the larger assemblies where it is impracticable to truck them to the storeroom. In such cases the part is inspected in the department where it is assembled, and the inspector's tag serves both as a report of finished assembly and a requisition for parts for the final assembly. Record of completed cars is secured from the reports of the sales department inspector, and the cars are carried on the Completed Car Records (Form 12) until billed out.

A Summary of Requisitions (Form 13) is made out each day by the stock clerks and turned over to the cost clerk, who checks the requisitions against the summary and forwards summary to factory accounting department ledger keeper.

The time spent on the various shop orders is secured by a time-keeper on the floor. Each machine has a small blackboard attached to it, upon which the operator enters shop order number on which he is working, also number of pieces finished each day. Time Slip (Form 14) is filled out for each workman by the time-keeper and turned over to the cost clerk each morning, who tears them apart at the perforated lines and posts them on the distribution sheets, after having checked them against the paymaster's clock slips. All except the name slip are filed according to shop order, and that is filed according to clock number for the superintendent's use.

The Distribution Sheet (Form 15) is made out when the shop order is written. All time is posted according to operation from time slips, Form 14, the material is

Raw Stock Record

Bin No. 48 Weight each 30# Symbol T.A. 6-108
Low Mark 50 Material Cast Iron Name Cylinder Price each 5 20

Ordered				Received					Rejected			Disbursed to Shop				Inventory		
Date	Req. No	Amount	From Mfg. No.	Date	Req. No	Am't	Value		Date	Scrap Tag No.	Amount	Req. No	Am't	Value		Amount	Value	
4/21	1769	100	32	5/8	1769	20	104	00	5/8	794	3			15	60			
									5/9			1027	10	52	00	7	36	40

FORM 4

posted from requisitions, Form 6, deliveries from inspector's tags, Form 9, and parts scrapped from scrap tags, Form 5.

To find cost of an order, to the total labor and material add the percentages for indirect labor, Factory Expense and General Expense. Dividing total cost by number of pieces reported on inspector's tags

Scrap Tag

Tag No. 794 Shop No. 987
No. Pieces 3
Symbol T.A. 6-108
Name Cylinder
Spoiled in Dept No. 5
Inspector Jas.
Date 5/8/06

FORM 5

will give piece cost. The per cent for indirect labor is secured from the pay roll reports of the previous year. The Factory, General and Selling Expense percentages are secured by taking whatever per cent the amount expended for Factory, General or Selling Expense for the previous year is of the amount expended for direct and indirect labor for the same period.

As soon as a shop order is completed, it is reported to the ledger keeper on the Finished Shop Order Summary (Form 16), which is also checked against the receipts entered on finished stock record from inspector's tags.

The cost clerk keeps a complete list of employes on Employe Rate Cards (Form 17). These are kept up-to-date through the paymaster reporting immediately any changes, on New Employe Slip, Change of Rate Slip or Discharge Slip.

FACTORY ACCOUNTING LEDGER.

The Factory Accounting Ledger (Form 18) covers all accounts pertaining to costing and inventory, dealing with these in bulk and obtaining all its information from reports and summaries.

For convenience, the several columns of the Factory ledger have been numbered, and are referred to accordingly.

1. Date.
2. Number. In this column is entered

Shop Tag

Date 5/8/06
Shop No. 987
Symbol T.A. 6-108
Name Cylinder
No. Pieces 100
Maturity Date 6/3/06

FORM 7

Raw Stock Requisition

Date 5/9/06 Serial No. 1027 Shop No. 987

	Name	Symbol	Weight	Price		Amount	
10	Cylinders	T.A. 6-108	300#	5	20	52	00

Dept No. ____
Stock Clerk
Cost Clerk Foreman

FORM 6

the serial or other number of the report, summary or document referred to.

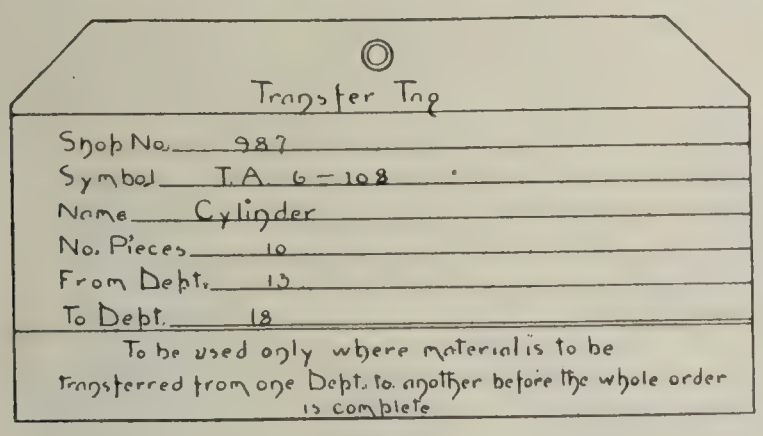
3. Particulars.
4. General Ledger. In this column is entered all transfers from the Factory ledger to the general ledger, and these are taken from the reports which will be forwarded from time to time. In the credit column is entered all invoices received from the general accounting department, the cor-



CYLINDER ASSEMBLING DEPARTMENT.

responding entry being to Stores, or to such other accounts as may be effected. The monthly credits to general ledger of (the several) Factory Expense, General Expense, Selling Expense and Shipping Expense accounts, will be entered herein, with corresponding debits to Columns 8, 9, 10 and 11.

5. Stores. In the debit column is entered all the charges to Stores, being contra to the credits to the general ledger (4). The



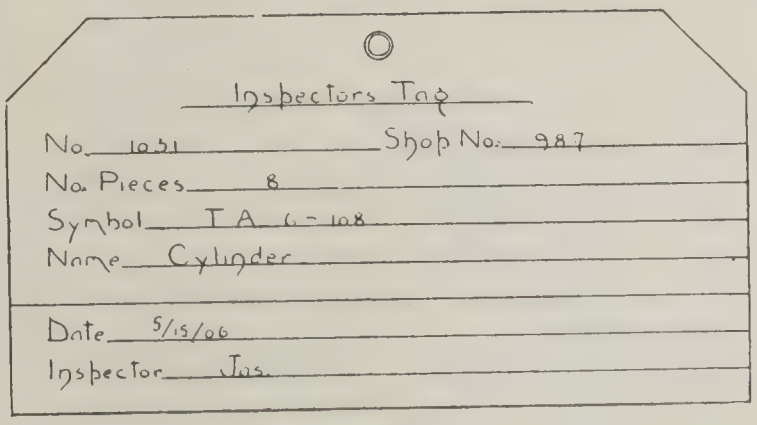
FORM 8

credits to Stores obtained from the several Summaries and Sales Journal sheets, with corresponding debits to the Cost Department, Auto Supply Costs, Repair Supply Costs or other accounts interested.

6. Cost Department Material is debited and Stores credited, with all transfers of stock from the store-keeper to the shop, and the credits come from the reports of cost clerk, with corresponding debits to Stores.

7. Cost Department Labor is charged with the amount of the periodic pay rolls chargeable to Labor, and the General Ledger account credited. The credits to Cost Department Labor come from the reports from the cost department.

8. Factory Expense is debited and the general ledger credited with the monthly proportion for Factory Expense, as per report from the general accounting department. The credits come from the cost clerk's reports. The difference between the two sides of this account will represent that



FORM 9

portion of the Factory Expense to be borne by the materials in process in the shop at the close of the period. This account will

Finished Stock Record

Bin No. 384 — Symbol T.A. 6-108
Low Mark 50 — Price each 6.32 — Name Cylinder

Received					Rejected					Disbursed					Inventory		
Date	Insp. Tag No.	Pcs.	Value		Date	Scrap Tag No.	Pcs	Value		Date	Requi. No.	Pcs.	Value		Pieces	Value	
5 15	1031	8	50	56	5 14	927	2	12	64	5 16	7832	5	31	60	3	18	96

FORM 10

Shortage Slip

No. 832

Mr Jones Foreman — Date 5/12/06

The following list of parts are short in Chassis assembly set for Motor No. 39485 These will be supplied you on presentation of this slip at time promised by shop

Store keeper

No of Pieces	Symbol	Name	Promised by Shop	Delivered	Store keeper
2	T D 7-132	Mud guard iron	5/13 2 PM	5/13	Small
1	T H 1-105	Gasoline tank	Today 3 PM	5/12	Small
1	T G 3-102	Commutator	Tomorrow		

FORM 11

Completed Car Record

Model T
Cost Price 826.32

Date Comp.	Motor No	Inspector Report No	Color	Tires	Gear	Special Equipment	Date Shpd	To Agent No	Inventory Date	Inventory No. of Cars	Inventory Value	
5/13	59682	2784	Grey	◇	3 to 1	None	5/14	291	5/14	2	1652	64
5/13	59688	2789	Green	G+J	3½ to 1	Glass front						
5/14	59599	2799		◇	3 to 1	Baskets						

FORM 12

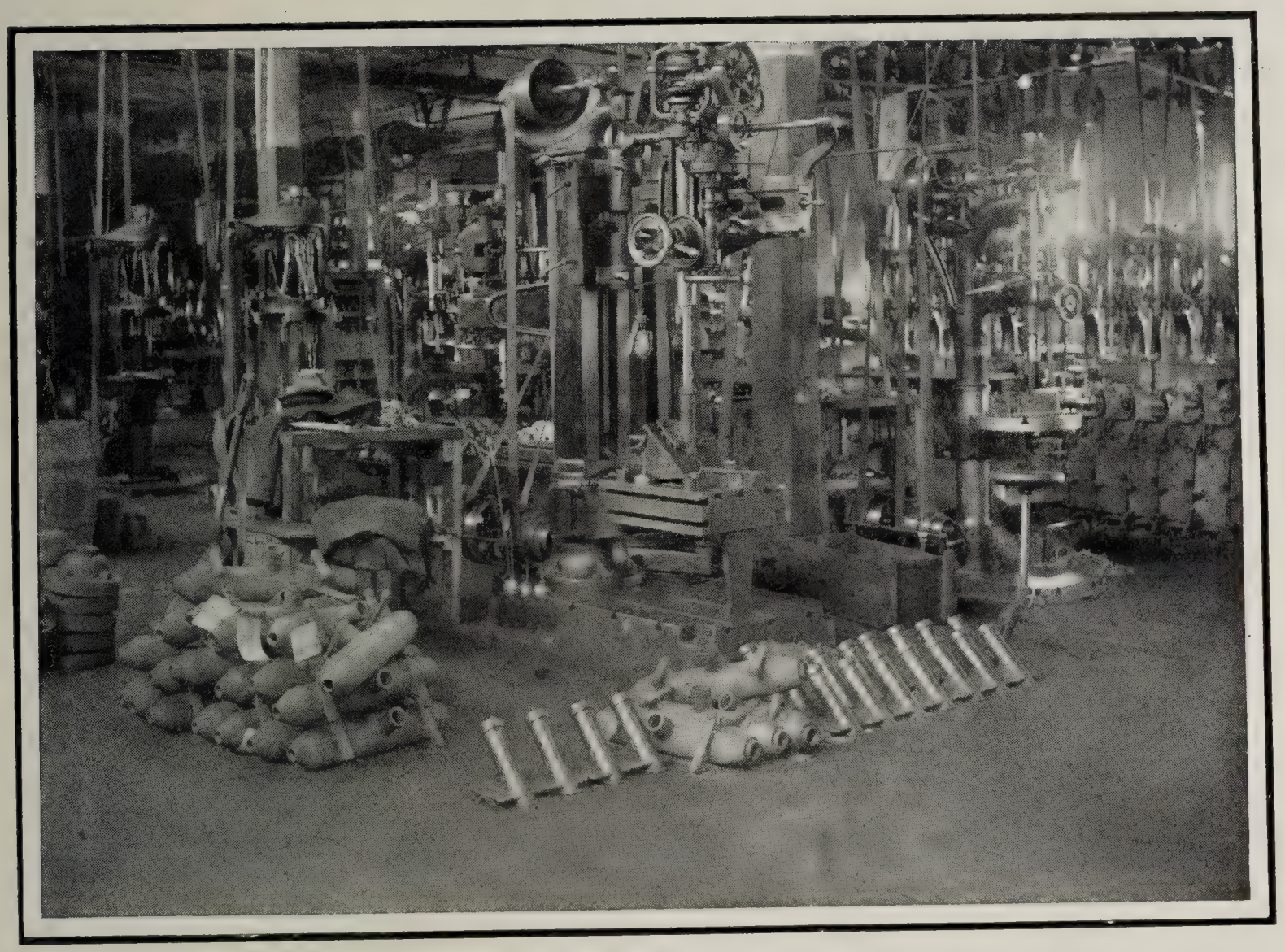
SUMMARY OF REQUISITIONS SENT FACTORY ACCOUNTING DEPARTMENT

5/3 1906 — No. 598

No. of Sheets 6 — Sheet No. 2

Serial No.	Shop Order No	Particulars	Rate	Cost Dept Debit	Sundry Charges Account	Sundry Charges Amount	
		Forward					
1734	937	Pistons T.A. 5-109	21	9 82			
1735	1124	¼ C.R. Steel		97			
1736	987	Cylinders T.A. 6-108	5 20	52 00			
1736		Tool Steel			1000 M.	3	18
1737					Alt. + Repairs	9	82
				62 79		13	00

FORM 13



A CORNER IN THE DRILLING DEPARTMENT.

not be debited with material or labor expended, through the cost department. These will be a proper charge against "Factory Expense General Charges," going into Column 12. The only debit to this account will be the monthly proportion of Factory Expense.

9. General Expense. The remarks applicable to No. 8, are in all respects applicable here.

10. Selling Expense. The remarks applicable to No. 8, are in all respects applicable here.

11. Shipping Expense. In the debit column is charged the monthly proportion determined upon to cover Shipping Expense, the credits for which will come from the Sales Journal sheets, being a percentage added to the cost of the total daily shipments.

12. Factory Expense, General Charges. In the debit column is entered all charges for material and labor received from Stores or charged to this account through the cost department. Monthly, the account will be closed by a charge to the general ledger.

13. General Expense Charges. Remarks as to Column 12 apply here.

14. Selling Expense Charges. Remarks as to Column 12 apply here.

15. Order 1000-T, Tools. This account is debited with all material and labor expended on account thereof, as received through the cost department. Monthly, the account will be closed by a proper credit, the corresponding debit being to the general ledger, in which latter book Factory Expense will be debited.

16. Order 2000-M, Machinery Repairs. The same remarks apply as in case of Column 15.

17. Order 3000-S, Shop Equipment. The same remarks apply as in case of Column 15.

18. Scrap. Material sent to Scrap is debited thereto and credited to Stores. Monthly the account will be closed by a debit to general ledger, and general ledger will charge same to Scrap. As sales of scrap are made, the general ledger will be credited with the proceeds of the sales, and at the close of the fiscal year, any balance will be closed into Factory Expense.

19. Auto Supply Costs. This account will daily be debited with the total cost of the shipments of machines, the corresponding credit being to Stores. Monthly this account will be closed by a corresponding debit to general ledger.

Note:— To be used in Machine, Forge, Polishing, and N.P., Tinsmith and Experimental Departments.

Clock No.	Symbol	Operation	Order No.	Quantity Defective	Quantity Spoiled	Quantity Finished	Time, from / To	Time Used	Earnings
482	T.D. 2-126	#3	2837	—	2	24	6 / 9	2 1/2	.50
482	T.D. 3-129	#2	2846	1	—	36	9 / 11 30	2 1/2	.50
482	T.C. 1-127	#1	2013	—	—	8	12 30 / 5 30	5	1.00

Order Nos.	Date 5/9 1906	Machine No. 231	Totals	10	2.00
2837	Employee's Name Jno. Wilson		Time by Clock	10	Clock No. 482
2846	Department 29	Signed			
2013		Signed Snow			Foreman
					Time keeper

FORM 14 A.

Note:— To be used in Assemb, Inside Testing, Testing Erecting and Repair Departments.

Clock No.	Motor No.	Style of Car or Symbol	Operation	Order No.	Time from / To	Time Used	Earnings
386	59362	S.	Testing	4136	6.30 / 11 30	5	1.50
386	59321	S.	Assembling	4081	11 30 / 5 30	5	1.50

Order Nos.	Date 5/9 1906	Machine No. —	Totals	10	3.00
4136	Employee's Name J. Scott		Time by Clock	10	Clock No 386
4081	Department 20	Signed			
		signed Gunn			Foreman
					Time keeper

FORM 14 B.

20. Repair Supply Costs. Remarks as to No. 19 apply.

All charges to the several expense accounts in the Factory Accounting ledger will, each month, be transferred to the general ledger. To accomplish this, the factory ledger keeper will prepare monthly statements in detail, showing the charges made to the several expense accounts. The accounts alluded to are as follows:

(a) Factory Expense, General Charges.
(b) Order 1000-T, Tools.
(c) Order 2000-M, Machine Repairs.
(d) Order 3000-S, Shop Equipment.
(e) General Expense Charges.
(f) Selling Expense Charges.

The factory accounting department will also furnish statements to the general accounting department showing total amounts debited to "Auto Supply Costs" and "Repair Supply Costs." Prior to furnishing the Expense and Supply Costs statements to the general accounting department, entries are made in the Factory ledger, crediting the

DISTRIBUTION SHEET Sheet No. _____ Name Low Speed Internal Quantity 50

	No. 1 Lathe						No. 2 Drilling						No. 3 Cutting Gear						No. 4 Keyseating					
	Date	Clock No	Hours	Finished Pieces	Value		Date	Clock No	Hours	Finished Pieces	Value		Date	Clock No	Hours	Finished Pieces	Value		Date	Clock No	Hours	Finished Pieces	Value	
	5/10	296	2	3		40	5/12	187	2	10		35	5/13	94	8	8	1	40	5/18	287	3	27		48
	5/11	296	10	32	2	00	5/13	187	6	40	1	05	5/14	94	10	10	1	75	5/19	287	2 1/2	23		40
	5/12	296	4	15		80					1	40	5/15	94	10	11	1	75						88
					3	20							5/16	94	10	10	1	75						
													5/17	94	10	11	1	75						
																	8	40						

FORM 15—LEFT-HAND PAGE.



A CORNER OF THE LATHE DEPARTMENT WITH THE INSPECTION DEPARTMENT IN THE BACKGROUND.

several accounts referred to and debiting the general ledger therewith, the statements then being made from the "General Ledger" column. After the close of each month's operations, the only accounts remaining open in the Factory Accounting ledger will be:

(a) General Ledger Account.
(b) Stores.
(c) Cost Department Material.
(d) Cost Department Labor.
(e) Factory Expense (8).
(f) General Expense (9).
(g) Selling Expense (10).

The General Ledger account balance will be a credit, and will be even in amount with the sum of the balances of all the other accounts.

Duplicate Sales Sheets are forwarded to the factory accounting department each day and the shipments are credited on the various stock cards. The cost price is extended across from each item and the total Auto Supply Costs and total Repair Supply Costs for each day are credited to Stores and debited to their proper accounts in the Factory Accounting ledger.

All indirect labor is posted each pay day as a debit on a special page in the distribution sheet binder. This indirect labor

Shop Order No. 2781
Blue Print No. N.B. 2-166
Date May 9 1906

Material					Deliveries				Summary of Cost				
Req. No.	Quantity	Description	Value		Date	Pieces	Scrap	Tag No.		Summarizing Column			
1743	50	N.B. 2-166	14	50	May 20	25		1738	Material			14	50
					20		2	796	Direct Labor by Operation No. 1	3	20		
					21	23		1967	" 2	1	40		
									" 3	8	40		
						48	2		" 4		88		
										13	88		
									15% Indirect Labor	2	08	15	96
									40% Factory Expense			6	38
									50% Gen'l			7	98
									Total Cost			44	82
									Average Cost .934 ea				
									Reported to F. A. Dept. on Sheet No. 98				

FORM 15—RIGHT-HAND PAGE.

OLDS MOTOR WORKS

	Date 1906		No	Particulars	General Ledger Dr	General Ledger Cr	Stores Dr	Stores Cr	Cost Dept. Material Dr	Cost Dept. Material Cr	Cost Dept. Labor Dr	Cost Dept. Labor Cr	Factory Expense Dr	Factory Expense Cr	General Expense Dr	General Expense Cr	Selling Expense Dr	Selling Expense Cr
				Forward	2936.51	1528.7596	9627.5030	6145.75	2951.4745		842.98.50		3771.940		421.4925		505.7910	
1	May	1	395	Store Room Summary				75.79	62.79									
2				Alt & Repairs	9.82													
3		1	396	Cost Dept. Summary			800.5.86			395.898		2129.79		85.130		106.458		
4		5		Pay Roll - Draughting	900.00							900.00						
5				Shipping	33.840							33.840						
6				Store Keepers	450.00							450.00						
7				Field Engineering								40.00						
8				Experts								120.10						
9				Janitors								80.00						
10		5	250	G.A.D. Report		960.431	960.431											
1				Fact'y Slips 936 to 994														
2		5		Office Exp. - Rec. Slips	75.86			75.86										
3				941-956-982-937 930-938-992														
4		5		Fact'y Exp. Chges. R.S. 948				119.40										
5		6		Daily Sales Slips per														
6				Sales Sheets, Folios 490														
7				to 516. - Costs				14461.21										
8		6		Credit to Selling Exp														
9				for Cars Shipped														
20				5/5/06			976.40											
1		6		Credit to Shipping Exp.														976.40
2				for Cars and parts														
3				Shipped 5/5/06			72.30											
4		31	397	Cost Dept Summary							1390.65		1975.22					
5																		
6		31		Fact'y Expense Chges.	319.80													
7				Gen'l " "	200.20													
8				Selling " "	170.00													
9				Order 1000 T	560.97													
30				Order 2000 M	1125.13													
1				Order 3000 S	1682.95													
2				Scrap	139.34													
3				Auto Supply Costs	5889.241													
4				Repair Supply Costs	1020.882													
5																		
6		31		Balance forward	1460353.74			9605.30.86		2895.6061		7826.509		368.750		410.8936		4960.270
7																		
8																		
9																		
40																		
					15383.6395	15383.6395	9814.0887	9814.0887	2952.0274	2952.0274	842.98.50	842.98.50	3771.940	3771.940	421.4925	421.4925	505.7910	505.7910

FACTORY ACCOUNTING LEDGER

	Shipping Exp. Dr	Shipping Exp. Cr	Factory Exp. General Chges. Dr	Factory Exp. General Chges. Cr	General Exp. Charges Dr	General Exp. Charges Cr	Selling Exp. Charges Dr	Selling Exp. Charges Cr	1000T Order Tools Dr	1000T Order Tools Cr		2000M Order Mach. Repairs Dr	2000M Order Mach. Repairs Cr	3000S Order Shop Equipments Dr	3000S Order Shop Equipments Cr	Scrap Dr	Scrap Cr	Auto Supply Costs Dr	Auto Supply Costs Cr	Repair Supply Costs Dr	Repair Supply Costs Cr
	4214.92		175.00	9.60	115.20		50.00									189.34	50.00	4512.960		951.042	
1											1	3.18									
2											2										
3											3										
4											4										
5											5										
6											6										
7					40.00						7										
8							120.00				8										
9			35.00		45.00						9										
10											10										
1											1										
2											2										
3											3										
4			119.40								4										
5											5										
6											6										
7											7							1376.281		69.840	
8											8										
9											9										
20											20										
1											1										
2											2										
3		72.30									3										
4								560.97			4	1121.95		1682.95							
5				319.80							5										
6						200.20					6										
7								170.00			7										
8										560.97	8										
9											9										
30											30		1125.13								
1											1				1682.95						
2											2						189.34				
3											3								5889.241		
4											4										1020.882
5											5										
6		414.262									6										
7											7										
8											8										
9											9										
40											40										
	4214.92	4214.92	329.40	329.40	200.20	200.20	170.00	170.00	560.97	560.97		1125.13	1125.13	1682.95	1682.95	189.34	189.34	5889.241	5889.241	1020.882	1020.882

COST DEPARTMENT REPORT TO FACTORY ACCOUNTING DEPARTMENT No. 396

May 23 1906

No of Sheets 3 Sheet No. 3

Shop Order No	Symbol	Part	Quantity	Price Each	Total Charge	Factory Ledger Credits: Cost Dept Labor	Cost Dept Material	Factory Expense	General Expense	Factory Ledger Debits: Stores	Ck	Sundry Charges	Amount
					7936 48	2110 63	3926 28	844 25	1055 32				
2781	NB. 2-166	L S Intergal	48	934	44 82	15 96	14 50	6 38	7 98				
2934	NA 3-137	Cyl Plugs	323	072	24 26	3 20	18 20	1 27	1 59	7878 24		Experimental	127 32
					8005 56	2129 79	3958 98	851 90	1064 89				

FORM 16

Name Smith, Cyrus
Clock No 287 Rate 160
Dept
Date Started
Date Left

FORM 17

account is credited with all indirect labor added to finished shop orders. The balance shows amount of indirect labor to be pro rated over material in course of manufacture.

The general accounting department secures the amount of General, Factory, Selling or Shipping Expense to be charged the factory accounting department each month by estimating the total expenses for the year on the basis of the previous year's experience, and taking one-twelfth of it.

We realize that some of the details of this system may not be suited to all concerns, but the general principle is flexible enough to work out under any conditions.

Bill to Jim

The letter from Bill to Jim always seemed funny to me:

Dear Jim: The crops is doing well,
The calf is big enough to sell;
I've traded off the brindle cow,
And we ain't got but one just now.
The hosses all is fat and sleek,
Except that Bob is ruther weak.
But that ain't nothing very queer;
We've had him nigh on twenty year.
I think I'll put the bottom field
In corn and oats; it oughter yield
A heavy crop; the land is rich,
And just the thing for oats and sich.
There ain't no news to speak of, Jim;
Miss Susie Jones is just as trim
As when you saw her in the fall.
The folks is well; I guess that's all
But stop! I 'most forgot 'bout dad.
I 'xpect the news will make you sad
You know that dad was getting old;
Just sixty years had o'er him rolled,
And so, I must regret to say,
We chloroformed poor dad today.
And that is all the news until
I write again. Your brother, BILL.

—*Judge's Magazine of Fun.*

Some Up-to-date Corporation Pointers

A REVIEW OF INQUIRIES RECENTLY RECEIVED BY THE TECHNICAL DEPARTMENT OF THE BUSINESS MAN'S MAGAZINE IN RELATION TO CORPORATION ORGANIZATION, MANAGEMENT AND ACCOUNTING, INDICATING THE POINTS ON WHICH OUR READERS MOSTLY DESIRE TO BE INFORMED AND THE GENERAL RESPONSES GIVEN

By W. W. THORNE

ONE of the principal advantages of the corporate business organization is its provision for limited liability.

A partner who does not actively engage in the business in which he is financially interested is, nevertheless, responsible for the acts of the managing or active partners, and jointly responsible for the liabilities incurred on behalf of the partnership; consequently, many business men who assist others in establishing business enterprises find it very convenient to limit their responsibilities by shielding themselves with the corporation cloak.

FROM PARTNERSHIP TO CORPORATION.

The author of a commercial text book quotes an example of this kind which he terms "A legerdemain performance" from the fact that a barely solvent partnership was transferred into a corporation with a paid-up capital of $10,000, without involving the investment of any additional capital or the transfer of actual cash, while the capitalist exchanged his position of unrestricted liability for the acts of another, to a liability simply for the amount of his original investment.

How was this done?

A capitalist subscribed for $5,000 of stock. The managing partner subscribed for an equal amount, giving his note for same to the capitalist with the stock attached as collateral security.

As the assets and liabilities were about equal the partnership offered the assets to the corporation for the nominal sum of $1, in consideration of the latter assuming the liabilities. The capitalist then drew his personal check for $10,000 in favor of the corporation for the stock subscribed. The corporation drew its check for $10,000 to cancel the partnership note, which was one of the liabilities assumed. The capitalist signed another note which was placed to the credit of the corporation to be used for working capital.

WHAT OUTSIDE INVESTORS GET.

The details of incorporation, particularly when outsiders are permitted to subscribe for stock in an old established business are as interesting as they are various. Thus—we read that the great catalog house—Sears, Roebuck & Co.—have incorporated for $40,000,000—$10,000,000 preferred and $30,000,000 common, the promotors taking the whole of the preferred and about $10,000,000 of the common in order to possess the controlling interest. The preferred stock will receive seven per cent dividends, which is good enough in these days of three and four per cent savings banks.

INFORMATION DESIRED.

Generally speaking, there seems to be a greater desire for information in regard to the procedure of mining companies in connection with their stock, and the transfers from partnerships to corporations, than along any other allied line.

In our July number we had an account of a book-keeper who attempted to make a profit out of Unsubscribed Treasury Stock account, and this indicates that a perfect understanding of the subject is not universal.

The treatment of donations of stock to a corporation by the owners thereof is responsible for many inquiries, and the redemption of bonds within a stipulated period is surrounded by doubt. To clear up one or two of these obscure matters is a labor particularly appropriate to our special Corporation number.

THE MODUS OPERANDI OF TRANSFERS.

In transferring the interests from a partnership to a corporation it used to be considered the simpler and better plan to pass a check in purchase of the business by the corporation, and in purchase of the cor-

poration stock by the subscribers. Some authorities, however, now consider this useless detail and, no doubt, this is true so far as the legal aspect of the case is concerned. However, it makes a clear record on the books.

Thus—a corporation is organized with a capital stock of $100,000. It is proposed to take over the business of Jones & Brown, which is offered at a price equivalent to the value of the net assets. Jones and Brown subscribe for $48,000 each, and a third person subscribes for the balance of $4,000. Jones & Brown hand their check to the new corporation for $96,000 in purchase of the stock, and the corporation hands Jones & Brown its check in payment for the net assets, same being properly recited in a bill of sale. The assets, as above indicated, can be transferred without the passing of checks, and the transfer will be equally legal.

PAYING FOR STOCK OUT OF DIVIDENDS.

The remaining $4,000 of stock is subscribed for by Smith, the factory superintendent. He is to pay for same out of dividends earned by the stock. Smith's promissory note is taken in payment for the stock and Accounts Receivable debited; or, if the stock is to be donated in acknewledgment for services rendered, debit promotion or incorporation expense, or some similar account.

SALE OF STOCK AT A DISCOUNT.

A mining corporation that sells stock at a discount of 75 per cent is not compelled either to make good, or to pretend to make good, this discount out of the profits—the profits are earned by the actual capital invested and should be distributed accordingly. (Most mining corporations have quite enough to do to provide a reserve against depreciation, or wasting of the mine, so as to prevent impairment of the capital actually invested.) The value of unsubscribed treasury stock is nil and is offset by equally fictitious capital on the liability side. There is no law requiring the entry of authorized capital on the regular books of account whether disposed of or not, and the most reasonable plan, and best accounting practice, is to include in the regular books only that stock that has actually been subscribed.

REAL TREASURY STOCK.

This recommendation does not relate to stock in the treasury purchased by a corporation from the original holders—such stock is usually an asset to the amount of the price paid for it. Sometimes stockholders donate to a corporation stock they have purchased and paid for with a view to increasing the working capital of the business. This stock, also, can be carried in Treasury Stock account until resold. The credit may be made to Working Capital account.

ISSUE AND SALE OF BONDS.

A very common method of providing a sufficient working capital for development and other purposes is the issue and sale of bonds. The redemption of these bonds is usually provided for by the establishment of a sinking, reserve or redemption fund, this consisting of sums set aside, or invested periodically, sufficient, together with interest earned on same, to pay the bonds as they mature.

ESTABLISHMENT OF SINKING FUND.

In order to establish a sinking fund it is necessary first—to set aside a sum sufficient for the purpose from the profits. The procedure on the books of account is a transfer from the Profit and Loss, or Surplus account, to a Reserve account, after which the necessary amount is invested and debited to Sinking, or Redemption Fund account. After the bonds have been redeemed the Reserve account should be closed by a re-transfer to Profit and Loss as the amount involved represents profits on hand in the business, while the sinking fund represents the cash received from the purchasers of the bonds, same being included in the liabilities, i. e., the money thus obtained was debited to cash after which it was gradually withdrawn from cash and placed in the sinking fund.

The transfer from Profit and Loss, or Surplus, to the Reserve account is merely for the purpose of demonstrating that this amount of profits earned is not available for present distribution.

IS STOCK SOLD AT A DISCOUNT "FULL PAID?"

There is considerable discussion as to the legal status of stock sold at a discount, judging from the inquiries constantly received by us. Can stock sold at 50 per cent discount be guaranteed by the selling corporation as "full paid and non-assessable?"

In some states the corporation laws expressly provide that purchasers of stock must pay the par value or be liable to an

assessment for the balance. Where stock is purchased, however, at a certain price below par and the stock has printed on it the words "full paid and non-assessable" the innocent purchaser will not be held liable for the difference between the purchase and nominal prices.

It would appear to be equity that if a purchaser buys stock at the price set upon it, whether par or below par, he has paid the full price asked and should, therefore, be entitled to consider the stock as full paid, and where the words "full paid and non-assessable" are printed on the stock certificate it should be considered as an agreement entered into between the purchaser of the one part, and the corporation of the other, that he should be relieved from all further liability in respect of the stock purchased. Evidently, however, the question must be considered separately, according to the particular corporation laws of the state in which the question may arise.

THE SUPPRESSION OF THE MINORITY STOCKHOLDER.

One of the principal objections to the modern corporation appears to be the powerlessness of the minority and the growing disregard of any rights the minority is supposed to possess.

When an alien presumes to criticize the free and glorious institutions of this great country he is promptly invited to return to the place from whence he came; and, in like manner, when the minority stockholder attempts to criticize the management of a corporation, or to voice his disapprobation of the managerial policy, he is promptly invited to sell his stock and get out.

None of the standard text books on corporation management, etc., appear to be able to suggest how this condition may be improved, with the exception that a public accountant's periodical audit will furnish the information that might be obtained by that personal inspection of the books by a minority stockholder which the majority stockholders will not permit. The enactment of a law, making such audits compulsory, would, undoubtedly, have a most beneficial effect, not only in protecting minority stockholders generally, but in preventing the manipulation of the books of account for unlawful or inequitable purposes. Particularly in railroad enterprises the ordinary stockholder is very thoroughly "gagged and bound."

Take, for example, the Louisville & Northern Railroad. The majority of the stock of this railroad company is held by the Atlantic Coast Line Railroad. The majority of the stock of the Atlantic Coast Line Railroad is held by the Atlantic Coast Line Company. The majority of the stock of the Atlantic Coast Line Company is vested in a voting trust, which is a plan devised to place the majority voting power in the hands of a few trustees; so that, under this arrangement, perhaps 20 per cent of the stock of the Atlantic Coast Line Company not only controls the management of that company, but also that of the Atlantic Coast Line Railroad, and the Louisville & Northern Railroad.

The minority stock of the railroads is still on the market and is traded in by stockbrokers and their clients, but these purchases and sales have no effect whatever on the management or policy of the enterprises in which the investments are made.

CAPITALIZATION BASED ON FUTURE EARNINGS.

Where the capitalization of a corporation is based on the prospective earnings of the business it is usual for the stock to be divided into preferred and common, the preferred stock being covered by the actual assets of the corporation, and the common stock being held by the promotors of the enterprise, a provision being included in the articles of association debarring the holders of preferred stock from voting at any meeting of stockholders, or for the election of directors, unless there has been default in paying the dividends, on the preferred stock. This is an excellent plan for keeping the minority, or outside stockholders, in their proper places.

Many excuses are made in reference to capitalization on the basis of estimated earnings, but in not a few cases it is sufficient to say that the intention of excessive capitalization is to milk the public to the extent of the amount paid for the stock, whether preferred or common; dividends being kindly permitted to look after themselves on both preferred and common.

On the Tapis

AN ARTICLE DESCRIPTIVE OF SOME OF THE RECORDS KEPT IN ONE OF THE LARGEST CARPET MANUFACTURING BUSINESSES IN THE UNITED STATES—A FACTORY WITH A NATIONAL REPUTATION FOR ITS EXCELLENT PRODUCT

By WM. J. ELDRIDGE

With the Ivins, Dietz & Metzger Co., Philadelphia

A FINISHED carpet or rug is of cosmopolitan parts. Like a composite picture, it is the product of numerous materials all blended into a harmonious whole, embodying all the qualities of the various parts, yet different in that it embraces them all. In making a carpet the ends of the earth have been laid under tribute, and art, science, mechanics, capital and labor have all contributed their quota towards its completion. The materials of which carpets are made are wool, cotton, jute or other vegetable fibers. The wool, of course, is the most important ingredient from the customer's standpoint, but in all carpets woven on a back or base the use of the vegetable materials is a very important factor, giving strength, stability and firmness to the fabric unattainable by the use of wool alone.

Carpet wools are largely imported from Russia and the Caucasus regions. The peculiar coarse fiber of these wools is especially adapted for the purpose, producing sufficient fineness of finish, with enough "body" to give the goods the right "heft."

The principal kinds of carpets made in this country are ingrains, tapestry and body brussels, velvets, wiltons and axminsters or moquettes. These different fabrics are also made in rug shape. The Smyrna is another well-known weave confined almost entirely to rugs. Philadelphia produces the largest part of the carpets and rugs made in this country. Some of the largest and most important plants, however, are located in New York and New England.

The business methods and records of carpet mills must vary according to the ideas and requirements of the respective operators. In some mills the system is somewhat complicated owing to the preliminary processes being carried on by the same concern. For instance, a simple carpet factory buys its yarns already spun and gives the work of dyeing to some convenient dyer. The records of such a concern are comparatively simple. The yarn is weighed when received and the quantity recorded and the bill checked. When wanted for use a certain amount is sent to the dyer's with the necessary instructions. In dyeing there is always a percentage of waste, and a new weighing and record is necessary when the yarn is returned. Proper allowance must be made for this waste in estimating the quantity required for an order, also in estimating cost. Many mills, however, do their own dyeing. Some spin their own yarns, and prepare all the materials required for the finished carpets. It is usual to treat each of these processes as different departments, and records are kept separately so that each department shows its own profit or loss.

To calculate the cost per yard of any kind of carpet requires a thorough knowledge of all the different materials used and the effect on each material during the various handlings to which it is subjected. In each process there is more or less waste—sometimes more, sometimes less. One style or pattern of carpets will require more expensive materials or workmanship than another, so there is a variation in the cost of different patterns of goods that are of the same standard. A definite average, however, must be fixed as a basis of value. There are some items of expense also that must be averaged, as, for instance, designs, office expenses, rent, interest on investment, selling expenses, and sundry mill expenses. If the looms are kept running full the entire season, the average of expense is reduced to the minimum, but if for lack of orders the production is curtailed it is evident that the item of average expense is considerably increased. It is for this reason that it is sometimes more profitable to run the machinery even when orders are scarce, as the cost of the goods is lessened,



THE IVINS, DIETZ AND METZGER CO. FACTORY BUILDING.

and the loss may figure out less even if left-over goods are sold at a reduction.

The records of a well-conducted carpet and rug factory are not necessarily intricate, but should be accurately kept. A register book, stock book and order book, together with loom indices, are the principal auxiliary books really required besides the regular book-keeper's equipment.

All carpets and rugs are designated by numbers indicating the pattern and colors. One pattern may be made in several colorings which will be designated by an added number or letter. For instance, pattern No. 100 is made in four different colorings. These may be indicated as 100-1, 100-2, 100-3, 100-4, or 100a, 100b, 100c, 100d. Some mills have a more complicated method of marking colors so that a combination of figures represents a certain combination of colors. For instance, 401 is red and green, 542 is blue and white, 114 is yellow, red and black, so we would have 100-401, 100-542, 100-114. Some mills use elaborately designed tickets on their goods, others a simple linen ticket not easily torn off. The latter is the more serviceable, and so the more sensible. A rug ticket contains spaces for pattern and color numbers, and size, a carpet ticket spaces for register or rotation number, pattern and color numbers and yardage.

The record of product is kept in the register, each piece of goods being given a rotation number as it comes from the loom. The following form is simple and complete. and enables the clerk to fill the orders as the goods come from the loom. The following sketch explains the method clearly:

This record shows that of 1948a six pieces of carpet and three pieces of border have been made. As the goods are completed they are recorded in the register, and a stroke recorded in the stock book for each roll or piece. If sold, the piece is appropriated to one of the parties ordering it, priority being given according to circumstances, and a small check mark put over the stroke to indicate which party has the piece reserved for him. In the order book this appropriation is indicated by marking a B in that column opposite the number. When the carpet is shipped the fact is recorded by crossing off the number of pieces under the stock column and the corresponding marks under the customer's name.

The order book is used as a record for orders. Into this book are copied all orders when received from the roadmen, and the shipments are made up from it, and also transcribed into the sales book. As the finished goods are appropriated to the customer a B is marked in the column marked "Baled." The charge is made up from the order book, and after goods are shipped the date of shipment is noted in the column marked "Shipped."

This record shows that Jones & Smith had shipped to them three pieces of carpet on March 6, and that one piece of 467-2 Ex. Super is now baled and ready for ship-

Loom 1

Date	Patt	Pieces
3/1	1948[B]	XXXIIIII

Loom 2

Date	Patt.	Pieces
2/21	1768[B]	XXXXX
3/6	1984[a]	XXIIII

Loom 3

Date	Patt.	Pieces
1/31	1754[a]	XXXXII
3/1	1647[c]	IIIIII

Loom Book.

It will be found more convenient where both carpets and rugs are made to keep the records separately, and even the different grades of carpet may be more conveniently kept under separate registers.

The next record is the stock book, which may also be used for appropriating or distributing goods.

In this book is kept a record of the goods sold, which is copied from the order book, ment. This may be held until other goods are ready to go, as customers generally like goods forwarded in lots to reduce freight and hauling charges.

In shipping goods a loose leaf charge slip is used. The slip is made out in the office from the order book, and sent to the shipper, who charges the quantity and register number, which are checked back as the goods are put on the wagon. This

charge slip is returned to the office and becomes the record of original entry. Outside of the regular routine of book-keeping that follows there is nothing more of importance connected with the stock and sales records of a carpet and rug mill. The recording of stock and sales and the proper crossing off when goods are shipped are the all-important points.

We have, however, to consider the loom book and the actual running of the looms. This is a very important factor. Much loss and confusion may result from carelessness in the management of the production.

If goods are sold largely, it is necessary to assemble the orders so as to complete them expeditiously, to make goods only that are sold, to change patterns as seldom as possible. If orders are scarce, it is important that the most salable styles should be made for stock. The loom book is all-important in running the looms. This shows exactly what patterns are making, and it requires constant attention to keep the looms going and to avoid delays through want of time for proper preparation of warp or material.

This work may be much simplified by using a large cardboard sheet containing all the goods sold arranged for ready reference. This would show which patterns are most largely sold, and by noting the looms in which patterns are running would serve as an index for the loom book. The pattern numbers are arranged in numerical order in the stock book and on the card index, and a stroke indicates each piece of goods sold. On the loom card the number of pieces ordered to work are crossed off the sold column and the number of the loom indicated. In the loom book the number of pieces ordered to work are indicated by strokes which are crossed off as the goods are finished. They are then noted in the stock book, and, if sold, appropriated and marked B in the order book. When shipped the fact is indicated in the order book and the piece crossed off the stock book.

So it will be seen that the proper running of a carpet and rug mill depends not only upon the motive power that runs the machinery, nor upon the capital that runs the concern, but also upon the proper system of accounts and details that prevents confusion and keeps everything in good running order.

A "warp" is the frame of threads on

Body Brussels.

		Jones & S	Barnes & H	Williams & A	Smithson	
1948 a	XXXXII	XX	III	XX	II	
" 5/8	XII	X	I		I	
		Williams & A	Erbinger	Wilson & Co		
1948 B	XXI	XX	III	II		
" 5/8	X	X		I		

Stock Book.

Jones & Smith — Portsmouth, Cal. — March 1, 1906

Terms - Regular — Salesman - Harvey — Ship - Sunset Route

Pieces	Pattern	Colors	Quality	Price	Baled	Shipped	Remarks
1	1948	A	Brussels		B	3/6/06	
1	"	"	"		B	3/6/06	See Rug Order
1	"	"	5/8 " Border		B	3/6/06	
1	1543	C	"				
1	"	"	"	4 10			
1	"	"	5/8 "	4 8			
1	467	2	Ex Super	2 6	B		
1	455	1	" " CC	2			
1	964	112	Wilton	1			Ship Wiltons April 15th
1	"	"		10			
1	"	"	5/8 " Border	9 8			
1	972	115	"				
1	"	"	"				
1	"	"	5/8 " "				

Order Book.



RUGS BEING INSPECTED AND FINISHED.



EXPERIENCED CARPET SEWERS AT WORK.

which a carpet is built, the shuttle carrying the "weft" or filler which binds or ties the fabric together. An ingrain warp will make five or six pieces of carpet of about 125 yards each. Although the filling forms the figure in an ingrain pattern, the warp must be dyed to correspond, or the pattern will not be clear and distinct. However, different patterns of similar colors may be woven on the same warp. As it is cheaper to put a full warp to work than a part warp, it is important that a list should be kept of patterns that will "work" on the same warp. From this it will be seen that an order for a single piece of ingrain can be filled, provided the colors will permit it being made on a warp with other patterns. The only change required would be in the Jacquard cards.

In a body brussels or wilton carpet the warp forms the pattern, and is arranged on spools that supply the yarn to the loom from large frames arranged one above the other at the back of the loom. Each frame carries one color, or may be arranged with several colors called a chintz or planted frame. From the number of frames used a brussels or wilton is called four, five or six frames. The jute and cotton yarn that forms the back or base of these carpets is supplied from a beam or roller located under the frames. It is usual to provide for five or six pieces of a pattern, although, as with ingrains, several patterns may be woven on one warp by changing the Jacquard cards. The pattern may also be continued indefinitely by simply replenishing the frames as the spools run out. In a velvet or tapestry brussels the pattern is dyed on the warp before weaving. The worsted is stretched around a large drum which is turned by regulated machinery and the dye applied mechanically. This is a very delicate process, as it requires absolute accuracy to prevent misprints. The yarn is then steamed so as to set the colors. It may be said here that the colors in these goods are as "fast" as in goods where the yarns are dyed by the ordinary tub process. A print of velvet or tapestry brussels con-

Date	Repister	Pattern	Color	Quality	Weaver	Loom	Width	Yards	Price			Total		
1906 3/1	1146	1847	A	Bruss.	Bates	16	3/4	54		4	6	12	3	0
	1147	1747	B	"	Smith	93	3/4	52		4	6	11	14	0
	1148	2847	A	Wilton	Andrews	86	3/4	46		6	6	14	19	0
	1149	1836	B	Bruss.	Williams	43	5/8	52½		4	0	10	10	0
	1150	2745	C	Wilton	Robinson	56	2/4	45		5	3	11	16	3
	1151	1750	B	Bruss.	Jenks	54	3/4	57		4	6	12	16	6
	1152													

CARPET REGISTER.

Date	Descriptive	Dr. Bills Rec.			Dr. Account			Cr. Account			Cr. Bills Rec.			Descriptive	Date
Aug. 1	Property				600			100						Cash	Sept. 2
								100						Cash	Oct. 2
								400						Bills Rec.	Nov. 2
					600	0	0	600	0	0					
Nov. 2	Bills Rec.	400							8	0	2	12	0	Cash	Nov. 8
" 7	Recording Mtge.					8	0		4	0	4	15	6	"	" 10
" 9	" Deed					4	0				5	0	0	"	" 21
" 12	Interest				5	8	0								
" 16	Insurance					14	6								
" 19	Taxes				3	8	0								
								9	10	6	387	12	6	Bal. o/c. o/a B. Rec.	Dec. 1
		400	0	0	10	2	6	10	2	6	400	0	0		
		387	12	6	9	10	6								

BILLS RECEIVABLE BOOK.

tains 40 pieces of about 50 yards. Half prints and quarter prints can be made, and some mills use a "Baby" drum which makes as small a quantity as five pieces. The yarn of a tapestry or velvet pattern before weaving presents an elongated pattern about three times the length of the finished pattern.

Wilton carpets are woven the same as body brussels, and velvet carpets the same as tapestry brussels. The warp in the brussels being woven over a wire, which is withdrawn, leaving a looped face. In the plush goods the wire is sharpened at the end so that as it is withdrawn it cuts the loop, leaving the cut ends standing to form the pile or plush face.

The goods when taken from the loom are sent to the "burling" table, where they are critically examined. All dropped threads and imperfect places are carefully "burled" or woven in by hand. The shearing machine receives them next. This machine trims off all loose threads and shears off all inequalities, leaving the fine finished appearance that makes the goods merchantable. The carpet is then measured and rolled on a steam rolling machine. It is now ready to be ticketed and is ready for the customer. The details of appropriation and shipment have already been described.

Thus, after much handling and manipulation, the crude materials supplied by nature are transformed by the skill and art of man into a thing of beauty and a source of joy and comfort in palace and cottage.

The Accounts of "Holding" Corporations

THE UNITED STATES STEEL CO.—THE NATIONAL BISCUIT CO.—THE STANDARD OIL CO., ARE EXAMPLES OF "HOLDING CORPORATIONS" WHICH MOST READILY SUGGEST THEMSELVES. THESE "HOLDING" COMPANIES FOLLOW VERY DIFFERENT POLICIES IN RELATION TO THE PUBLIC. THE UNITED STATES STEEL CO. HAS ALWAYS INDICATED A DESIRE TO PERMIT THE WORLD GENERALLY TO POSSESS AN INTELLIGENT KNOWLEDGE OF ITS TRANSACTIONS AND PROGRESS, WHILE THE STANDARD OIL CO. HAS HITHERTO MAINTAINED A RESERVE AND SECRECY MORE DIGNIFIED THAN DISCREET

ALTHOUGH the constitution of "holding" companies is closely allied to what is known as a trust, they can be legally incorporated in some states, and in some cases there can be no question as to the legitimacy of their operations—for example—where a "holding" company is organized to exploit a valuable patent, subsidiary companies being formed in the different territories it is desired to cover. The peculiarities involved in a proper presentation of the accounts of such corporations, which will correctly represent the condition both of the holding and subsidiary companies, have been very interestingly discussed recently by Mr. Arthur Lowes Dickinson, F. C. A., C. P. A., who shows how a holding company can exhibit a profit while the subsidiary companies actually made a loss, and how dividends are sometimes paid out of surpluses acquired by the subsidiary companies before the merger came into effect, instead of out of earnings subsequent to the merger.

We quote Mr. Dickinson as follows:

DISTRIBUTION OF WORKING CAPITAL AS DIVIDENDS.

There will frequently be found in the agreements and contracts upon which the organization of the holding company is based, a clause declaring that the stocks or properties purchased are of a certain value, and that in addition to turning over to the company these stocks and properties, the vendors will also provide a certain sum in cash for working capital. A common, and it would seem almost the usual, practice among the legal profession is to consider that the working capital so provided is a profit to the new corporation, and some authorities even go so far as to claim that if there were no earnings available from any other source it could be distributed by the holding company as a dividend on its capital stock.

PROFITS ARE DERIVED FROM EARNINGS.

Inasmuch as profits can only result from the acquisition of commodities and their

sale either in the same or an improved condition, it would seem fairly obvious that the new holding company could only make profits and declare dividends out of the earnings of its subsidiary companies accrued subsequent to the date of purchase and that, inasmuch as the working capital so provided by the vendors came either out of their own funds, or possibly out of the surplus accumulated before the date of the contract for sale by one or other of the purchased companies, this sum could not in any sense be profits, but must be considered as a reduction of the cost price of the properties and should be so treated in the balance sheet of the holding company.

DIVIDENDS OF SUBSIDIARY COMPANIES FROM PRIOR SURPLUSES.

It is clear that it is within the power of each of the subsidiary companies to declare dividends at such times as their directors may think fit and out of surplus in whatever period accumulated. The holding company has acquired the stock of these companies on a certain date, and this stock is represented by the surplus of assets over liabilities of the subsidiary company at that date. The only possible assumption is that the price paid for the stock took into consideration its then value, and was made up, therefore, of the surplus of assets over liabilities at that date, together with such sum for good will as the purchasers might consider it worth.

SUCH DIVIDENDS CONSTSTUTE A PARTIAL RETURN OF PURCHASE PRICE.

A declaration of a dividend out of assets existing at that date, although in the books of the subsidiary company those assets might be represented by surplus and not by any liability to the stockholder is clearly a return to the holding company of a portion of the assets purchased; or, in other words, a return of part of the purchase-money; and other things being equal the stock of the subsidiary company owned by the holding company is by reason of that one transaction of a less value than it was by exactly the amount of dividends so distributed. It seems clear, therefore, although legal opinions have been given to the contrary, that the holding company is not entitled to consider dividends so distributed as part of its earnings, but must credit them in reduction of the cost of the stocks purchased.

CONSOLIDATED BALANCE SHEET.

The method of forming a new corporation by means of a holding company owning the stocks of other corporations, as described above, has called for a new form of balance sheet, which will clearly set forth at any time the conditions as created. It may be asked wherein lies the difference between a corporation holding a large portion only of the stocks of other companies, and a corporation owning the whole thereof, or such a substantial proportion that it practically controls the operations? The reason for the difference is, first—that the directors of the subsidiary company are necessarily the nominees of the holding company and that, consequently, the whole group of subsidiary companies is in effect managed in exactly the same way as if they were integral parts of the organization of the holding company without the legal fiction of separate companies. Then, again, where the control of all the companies is practically vested in the same board of directors, it is easy, and may be perfectly proper, for one company in the consolidation to loan money to another without security in a way which would be entirely improper if the companies were independent, and such loan, which would be treated as a current asset of the holding company, might be represented in the balance sheet of the subsidiary company by capital expenditures or even by losses, and is not, therefore, an available asset. Moreover, the publication of a balance sheet of the holding company by itself will not disclose the liabilities which subsidiary companies may have incurred to outsiders to large amounts for the preservations of the property of the holding company. In fact, it may be said that in such a case the maintenance in the books of the holding company of the stocks of the subsidiary companies at original cost is not correct, for the reason that the directors have a ready means in their possession of adjusting these values to conform exactly to the results of the operations of subsidiary companies. Any appreciation or depreciation therein due to conditions entirely outside of the organization should clearly not be taken into account for the reason that such can only be realized by an actual sale of the stocks or properties due to operations within the group, or to profits or loans realized upon purchase from, or sales to outsiders, must result, so far as these

transactions are concerned, in a corresponding change in the values of the stocks owned by the holding company and should be reflected in its balance sheet. These stocks are represented in the subsidiary balance sheets by capital assets, and current assets diminished by capital and current liabilities; hence, if the balance sheet of the holding company is to show clearly the true position, these stocks should be divided in such manner as to show how much of them is represented by fixed or capital assets which cannot be realized without interfering with the operations of the whole group, how much represents fixed assets which can be sold, if desired, without interfering with the operations; how much is represented by current assets either necessary for the purpose of carrying on the business (such as inventories, accounts receivable, working cash balances, etc.), or available for immediate sale at any time (such as marketable stocks and bonds); and, lastly, by how much this total of assets is diminished by the liabilities that may have been incurred by any of the subsidiary companies in respect thereof. When the assets and liabilities so detailed have been segregated there will still remain a difference between the cost price in the books of the holding companies of the stocks of the subsidiary company and the net total of the above assets and liabilities, and this will be represented—

(1) By a debit of the excess above par paid by the holding company for the capital stock of the subsidiary company.

(2) By a credit of the surplus earnings of the subsidiary company accrued prior to the date of purchase.

(3) By a credit of the surplus earnings of the subsidiary company accrued subsequent to the date of purchase.

The first of these items represents the amount paid by the holding company for—

(a) The surplus existing at the date of purchase by the holding company, and

(b) The estimated value of the good will of the subsidiary company at the date of purchase.

Item 2 then, clearly is included in Item 1 and should be deducted therefrom. Item 3 represents the true surplus accruing to the holding company out of the earnings since the date of consolidation.

It will be seen that the above analysis of the Investment account of the holding company, if given effect to and spread on the balance sheet of that company, will give what is known as a consolidated balance sheet of all companies, provided that accounts due from one company to another in the consolidation are eliminated; so that in the result the consolidated balance sheet will show the actual position of the whole group of companies in their relations to stockholders, and to the general public outside the consolidation. It is submitted that no statement which does not so disclose the true facts is permissible or should be allowed by any public accountant to be put forth over his signature.

FICTITIOUS PROFITS.

The following practical example will perhaps illustrate this point: A holding company owned the stocks of, say, ten subsidiary companies for a complete year succeeding the date of consolidation resulted in a loss of $1,000,000, no company having made a profit. In the same year two or more of the subsidiary companies had declared dividends to the amount of $500,000 out of surplus existing prior to the consolidation, with the result that the books of the holding company at the close of the year, after charging expenses of $100,000, showed a profit of $400,000, out of which dividends to the amount of $300,000 had been paid to its stockholders. At the close of the year the current assets of the holding company, consisting entirely of advances to subsidiary companies, amounted to, say, $3,000,000, while the liabilities of the holding company, consisting partly of loans by subsidiary companies of $500,000 and partly of ordinary current liabilities for interest, etc., of $500,000, amounted to $1,000,000. A balance sheet of the holding company prepared from its books, entirely ignoring its relations with subsidiary companies, and also the fact that earnings can only arise from profits on their operations, would show surplus earnings of $100,000, and a surplus of current assets over current liabilities of $2,000,000. On the other hand the subsidiary companies, in addition to the advances received from the parent company, had been borrowing money outside for construction purposes and to make good losses, with a result that their current liabilities of $5,000,000 exceeded their current assets of $2,000,000 by $3,000,000, including advances to, and by the holding company.



Accounting Methods for the Meat Packing House Industry*

By F. L. ERION

No. II—Stock Keeping Department

IN the essential elements of stock-keeping the stock records of a meat packing business do not vary from those of any other manufacturing concern, and yet there is enough difference of detail to warrant a special study of the subject and a special system for the business.

The stock records of the packer must be very comprehensive and complete because they are used for many purposes, by different departments, and must be so constructed as to furnish a maximum amount of information with a minimum of labor to avoid requiring from the operating department a multiplicity of reports, thus increasing the expense and incidentally the chance of error.

As already stated the stock records are used for many purposes, and it might be well to mention some of them to illustrate what is required.

First—The sales managers must know exactly what salable stock is on hand or in process of manufacture, and if in process at what point it is, to enable them to intelligently offer the goods for sale; and keep them posted as to the perishable part of the product which must be promptly sold in order to realize the greatest profit.

Second—The purchasing department must be kept fully informed as to the supply of live stock and minor supplies. The live stock part is very easily accomplished but the minor supplies, some of which are used in large quantities and are almost as important to the operation of the plant as the live stock itself are what require the detail of report and record.

Third—The insurance department must be kept posted on values in order to properly insure the property and in case of a fire prove the actual loss in the shortest

*Note—The first article of this series was devoted to the construction and repair departments. See December, 1905, number, page 1081.

possible space of time, without having to date back to the last inventory and show the whole operation from that time up to the time of the fire in order to get actual figures.

The stock records are made to show quantities only. If the value is wanted the articles must be listed, priced, extended, etc., which is necessary for insurance purposes only, and may be done at stated intervals.

To avoid keeping and posting a book record of each article of stock the reports from the operating department are made up in such complete form that they will admit of being checked, after which they are put into a binder and become the permanent record.

BEEF DEPARTMENT DAILY REPORT. SOUTH OMAHA, NEB., 190

SLAUGHTERING ACCOUNT.

KIND	ON HAND DAY BEFORE	BOUGHT	SHIPM'TS	GAIN	TOTAL RECEIPTS	SHIPM'TS	NET KILL'D	DEAD	COND'M'D	LOSS	TOTAL CREDIT	ON HAND IN: TOTAL	U. S. YARDS	OUR YARDS			
Cattle																	
Calves																	
Sheep																	

DRESSED CARCASS ACCOUNT.

KIND	ON HAND DAY BEFORE	RELEASED	FROM KILLING	PRODUCED	GAIN	RETURNED	TOTAL RECEIPTS	SHIPPED	AGENCY DELIVER'S	MISCL. TRANSFERS	TRANSFER CUTTING	CONVERTED	LOSS	TOTAL CREDIT	ON HAND IN SECTIONS: 31	32	TOTAL
Cattle																	
Halves																	
Fores																	
Hinds																	
Back Halves																	
Triangles																	
Calves																	
" skin on																	
Sheep																	

JOBBING ROOM ACCOUNT.

KIND	ON HAND DAY BEFORE	AGENCY RECEIPTS	TRANSF'S	RETURNED	PRODUCED	GAIN	TOTAL RECEIPTS	SHIPPED	CONVERTED	TRANSFERS	LOSS	TOTAL CREDIT	ON HAND IN SECTIONS: 31	32	TOTAL
Cattle															
Halves															
Fores															
Hinds															
Back Halves															
Triangles															
Calves															
" skin on															
Sheep															

FORM 9

The system illustrated by the forms presented contemplates the whole situation. It starts with the live stock, and follows the product through the different processes and departments until it is finally sold and actually shipped from the plant. It shows all the stock on hand, what insurance section it is in and in what process of manufacture it is.

Taking the beef and sheep end of the business for illustration:

Form 9 covers the live stock, the first division being devoted to the buying and slaughtering. Starting with the "Receipts" side of the report, the first column is used for the purpose indicated by the heading and shows the balance on hand from the previous day. The "Bought" column covers the day's purchases and may be checked against the scale tickets of the stock yards company, and the bills of the seller, besides which the report of the man in charge of driving the stock from the stock yards to the plant may be utilized for a further check if deemed advisable.

The "Shipments" column is intended to cover the receipt of live stock which is bought at other market points and shipped here to be slaughtered. It may be checked against the loading count and the bills of the seller, as well as the count of the receiving department.

The "Gain" column is to take care of any difference that may occur in the count of live stock. There are so many checks on these counts that it seems impossible for errors to occur, yet the differences arise and must at the time be taken care of in order that the count shown on hand may be correct.

Going to the other side of the report. The first, or "Shipments" column covers the movement of live stock which has been

Continued on page 124.

An Aid to Modern Business

By ISAAC F. MARCOSSON

THERE was a time when personality ruled business and gave it an imperishable tradition, when vast commercial enterprises sprang from one man's efforts and generations plucked the rich fruits of his endeavors. It was the era of the business men of the old school, the forerunners of the builders of our empire of industry. Perhaps it was some shipping prince whose fleet of clipper ships touched at far-away wharves to exchange Yankee products for the treasure of the storied East; perhaps it was a merchant king who turned cheese into dollars and ruled a dusty counting-room with an iron hand; or perhaps it was some mill lord from whose myriad looms was spun the glittering fabric of a great fortune. But whether the old master of trade moved with stately mien and ponderous gait through ship, mill, or store, his business was conducted after the very simple and unwritten law and in the good old way.

"Why bother about frills and secretaries?" said these old merchants as they made their way serenely amid the changing tides of men and affairs. Personality and integrity were the very Gibraltar upon which the unyielding structure of their fortunes were reared. There was dignity and glamour about their calling. It was a very great honor to be a great merchant. These men merged their names into the history of their times, and they turned "keen, untroubled" faces upon the dangers that hurled lesser men to their ruin. When they died, their sons succeeded them. Sons came and sons went, and old businesses seemed destined to go on forever.

But as these old merchants faded from the market-place swift changes were shaking the foundations of the regime that long years of fidelity had builded. A wonderful commercial expansion swept the country, uprooting all business traditions. It followed a marvelous development, the annexing of every state and country to the growing empire of business. Invention had come to the aid of business and sped it on with tingling leaps. A fleet of steel steamers succeeded every old-time clipper ship, pulsing factories rose where the ancient looms had whirred, and towering skyscrapers reared their roofs where musty warehouses had stood. Commerce followed the flag, and the nation was rushed into the thrilling race for world-trade. Fierce competition succeeded the dignified calm of the old business days, and the game was to the swift and to the quick.

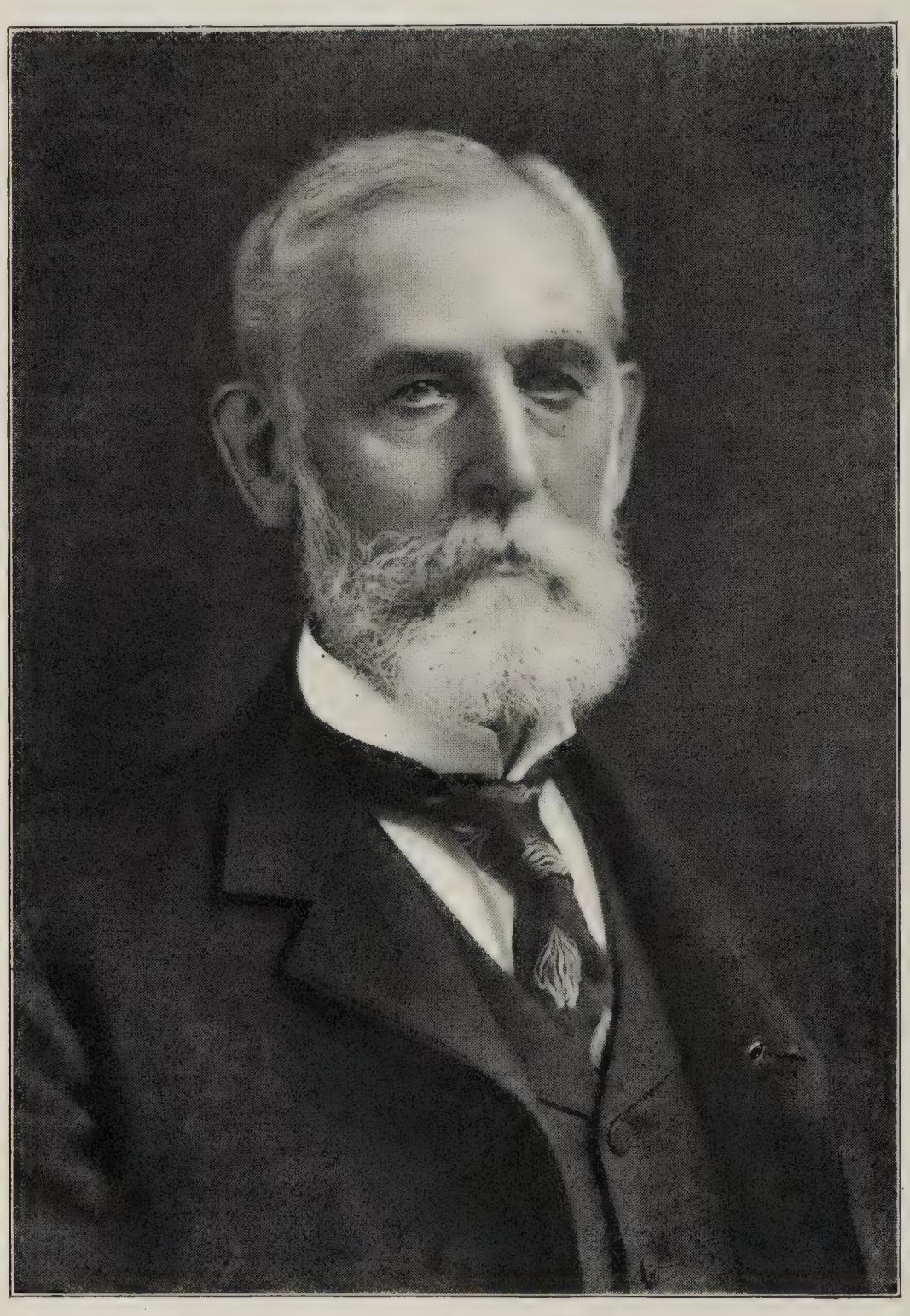
But what of the character of business? Business underwent a complete evolution, and the last vestige, save honor, of the old order of things was swept away, with few exceptions. In that mighty evolution which had fairly hurled the United States far into the van of the struggle for world-commercial power the very methods of business changed. Vast volumes of trade, coupled with the many-sided phases of modern industry, made new and exacting demands upon man's ingenuity and resource. The time had gone when one man could steer a great business through the swift eddies of competition and progress to devious paths that touched at many lands. Industries with a hundred branches; railroads that employed armies and made and unmade states; enterprises that girdled the globe,—these were the Titanic activities that man was called upon to harness.

What happened? Business became organized as never before. It became as consummate a plan of action as ever Napoleon wielded to crush the Allies of Europe. In short, business became a science that had for its aim the elimination of failure and the complete enhancement of financial success.

The old-time business man carried much of the plan and detail of his undertakings in his head. His business developed itself, and he merely guided it. It was a tradition that certain volumes of business, like history, repeated. But with the new science of business came the business engineer. He was the concrete symbol of an era of organization and system; a business doctor who prescribed for a business that was ill and failing, who applied strenuous remedies. He laid out business campaigns as a civil engineer laid out the route of a railroad for a syndicate. The parallel was

easy. On the one hand was an untilled business field ready to be broken for a golden harvest; on the other was a virgin country to be linked with bonds of steel.

What did the business engineer do? First of all, he revolutionized business methods. He showed men how to conduct their business better than they had done before. He showed them where waste was eating up their profits; where energy was going to naught; where concentration might increase output; and how worry, that eternal menace of prosperity and health, could be vanquished. Best of all, he did away with the old-time theory that a man had to wait six months to find out how his affairs stood. "Know how you stand every day at the close of business," said the business engineer. And he proved it. He introduced systems for the use of looseleaf ledgers and card catalogues, by which a man at 5 o'clock every day knew just what his profits and his losses were. What is the result? No more illusions about being on the sunny side of the business street when you are in reality verging on the edge of bankruptcy.



UNITED STATES SENATOR JOHN F. DRYDEN, PRESIDENT, THE PRUDENTIAL INSURANCE COMPANY OF AMERICA.

But the business engineer did more than this. He organized great industrial enterprises so that system ruled them just as the personality of the old-time business man dominated his establishment. He took a great manufacturing company, for example, that had eighty branch stores all over the United States. He made a series of charts that covered comprehensively every phase of the business. By their use the head of the great business could sit at his desk in the morning and have spread before him the very vitals of his whole vast business. He could see what every department was doing—just how the line of output paralleled the line of sale (and this was a vastly important thing to know); he could observe at a glance just what his supply of raw material was; how many men were at work, and how they did their work. In brief, he sat there with his finger on a business pulse that throbbed in every State.

But the greatest example of business system is in the conduct of The Prudential Insurance Company, of Newark, N. J., with its practically perfect plan of handling and recording the tremendous detail incidental to the operation of six and one-half million policies all in force. With every labor-saving device known to modern business invention and convenience, the company is able to minimize its expenses. For example, it has its own complete printing plant, where all the enormous amount of supplies are printed, and where the company publications, which

have a circulation of 3,000,000, are published. It has actuarial machines that turn out complete records in less than a minute. This annihilation of all unnecessary expense makes possible liberal dividends for policyholders. The system of recording has been brought to its highest development by the Prudential Company. Every detail of the great insurance undertaking is concentrated and recorded, so that any detail can be referred to without the least delay, which not only means system, but proclaims economy.

Business, then, has been reduced to a science. The man at the head of it was like a general conducting a military campaign. It was a fascinating science,—instead of researchers, there were alert, eager-brained business men, searching every law of demand and supply, probing every possibility, exploring new fields of commercial conquest. In the uncertain crucibles of speculation and ambition they stirred vast enterprises into dazzling results.

Thus men built their shining structures on the vast checkerboard of business. But the grim factor Death had to be reckoned with. Man, however, had found a way to provide against the uncertainty of life, and the way was through life insurance. As business had made its mighty strides, life insurance had kept pace. As business had become reduced to an exact science, so had life insurance been perfected until its all-protecting arms sheltered a whole world. It put an infallible safeguard about the most sacred institution in the world—the home. Business men were quick to appreciate its value to them, for it became a sure and certain investment, an unerring means to economy; and the policy became a negotiable paper that was a sterling asset.

But how was life insurance to protect business as it was protecting millions of homes? The Prudential, of Newark, made it possible with a partnership policy that was destined to become an inseparable aid to business. Behind this great company was the personality of United States Senator John F. Dryden, who had founded and developed it until it became a monument of impregnable insurance protection. The joint-partnership policy was evolved upon this theory: "If men can successfully insure their lives for their families, why not insure for their partners or their business?" So the plan of partnership insurance was evolved, in which a group of men associated in business could insure themselves for each other's benefit or for the benefit of the firm, and thus guarantee the integrity of the institution.

The plan developed and put into wide and successful operation by the Prudential is as simple and economical as it is far-reaching in its beneficial effects. Brown, Smith, and Jones, for example, are engaged in business in New York. They are healthy, insurable, and their business prospers. One day Brown says to his partners:

"What would happen if one of us died suddenly?" In the midst of life, with success smiling at them from every side and the future beckoning alluringly before them, this was not a pleasant prospect. There was a pause. Then Jones said:

"I guess there would be great confusion and no one would know where he stood."

Presently Smith remarked: "We'd have to take in another partner, I suppose."

But Brown broke in at this juncture: "I have a remedy for this contingency which is liable to come any time and when we are least prepared. Let us take out a Prudential joint-partnership insurance in favor of the business. Then things will go on all right, no matter what happens."

So they took out a Prudential partnership policy. Brown was thirty-nine years old, Smith was forty-two, and Jones was forty. Each took out a policy for $10,000. The beneficiary for the $30,000 of insurance was the firm. The combined annual premium was $993.10, which was paid out of the firm's sinking fund as a legitimate expense.

What was the result? From the day those policies reposed in the firm's safe, a keener confidence pervaded the business that was like tonic to the partners. The whole foundation of the business seemed safer and surer. These men knew absolutely that no matter how suddenly death might stalk among them the business which they had reared with patient hands and hopeful hearts was immune from disintegration, which the death of one of their number might have caused.

But the insurance was not the only benefit that this group of policies bestowed. They had also the confidence and the constant satisfaction that protection afforded.

There was still another. Their credit was enhanced. One day an opportunity presented itself for a business deal of considerable scope. A sum of money beyond that in hand was necessary, and since the greater part of the firm's available security was employed, the partners were in a quandary. Suddenly Jones had an inspiration.

"How about our partnership policy and the loan which the Prudential will make to us?" he exclaimed.

"Sure enough," replied the partners. It was put into the breach and was a ready security; the money was secured and the deal was consummated, the profit secured, and the loan restored.

Then one day the tragic news was flashed to the office: "Smith is dead." He had passed away suddenly in the night. In the ordinary course of events which follow such a misfortune there would have been endless confusion and a yawning gap in the business, to be instantly filled at any cost or the result to the firm would be serious. Ready money is always necessary at such times. Long experience has taught that in these crises $10,000 in available cash is worth more than ten times that sum at any other time, for it is sometimes difficult to convert assets, however valuable, quickly into cash. That is why so many rich men have large policies which provide ready money in just such emergencies. But in the case of Smith there was the Prudential partnership policy, which was the ready wedge ready to be driven straight into the emergency. There was a check for $10,000 the next day; it bridged over all troubles, and permitted no menace to the integrity of the business.

But assume that the partners lived. The benefit would be just as great. Since the elusive Elixir of Life remains undiscovered, the uncertainty of earthly existence menaced these men as all other mortals. Yet the policy girded them with confidence and granted them immunity from worry. No matter what happened, they were protected. The policy, therefore, represented at all times, not only a safeguard, but an infallible asset for the realization of money and the building up of credit. If one of the partners, or all of them, retired from business, the policies could be changed so as to make the wives the beneficiaries. The protection was continuous. Thus, life insurance has taken its place as essential to the safe and systematic conduct of business, —a first and last aid to the business man.

The value of life insurance remains unimpaired. When President Dryden, of the Prudential, at his own request, was summoned to appear before the Armstrong investigating committee in New York he declared on the stand, in answer to the question why his company maintained a large surplus, that it represented security, —the first and unalterable purpose of the company. As the ratio of mortality and the expense of insurance are lessened each year, so does the attitude of the company toward its policy holders become correspondingly more liberal.

We have seen how life insurance maintains the integrity of business. So does it in a larger sense preserve the unity of the American home. It makes possible those vital forces that provide the bone and sinew of our national life. Viewed in the light of our civilization, it has taken a high and unimpeachable place in the destiny of the nation. For in the perfect security of the people lies the real hope and safeguard of the democracy.

Distribution of Establishment Charges

DESCRIPTION OF A MACHINE UNIT SYSTEM BY WHICH MANUFACTURING EXPENSE IS PRO-RATED OVER COST OF RUNNING MACHINES, STEAM OR K. W. HOUR

By D. C. EGGLESTON, M. E.

REFERRING to this subject of so much importance to the management of all factories, I desire to call the attention of your readers to the machine unit system by which all expense items are distributed as a load on machines, expense accounts being credited and individual jobs debited.

In our business all expense items are grouped under six main heads in the following manner:

MACHINE EXPENSE.

(a) Fixed Charges—
1. Depreciation on machinery.
2. Insurance on machinery.
3. Taxes on machinery.

(b) Power—
4. Coal.
5. Oils.
6. Waste and sundry supplies.
7. Water.
8. Repairs.

(b) POWER EXPENSE 4 COAL.

Date	Description	Amount

(c) Tools—
9. Changes to small tools.
10. Insurance on small tools.
11. Taxes on small tools.
12. Changes to shop fixtures in tool stockrooms.
13. Sundry tool expense.

(d) Rent—
14. Depreciation on buildings
15. Changes to buildings.
16. Wages, watchmen.
17. Supplies for cleaning.
18. Telephone bills.

(e) Light—
17. Changes to illuminating system.
18. Waste and sundry supplies.
19. Repairs to illuminating system.
20. Wages of lamp trimmers.
21. Administration expense.

(f) Administration—
22. Salaries, superintendents.
23. Salaries, cost clerks.
24. Salaries, pay roll department.
25. Salaries, stenographers and typewriters.
26. Stationery.

MATERIAL EXPENSE.

(g) Raw Material—
27. Insurance on investment.
28. Salaries, inspection of raw material.
29. Salaries, raw stock-keepers.
30. Salaries, porters (raw material).
31. Unclassified raw material expense.

(h) Process Material—
32. Salaries, general output department.
33. Salaries, counters.
34. Salaries, clerks (process stock).
35. Stationery.
36. Wrapping paper used on process stock.

The bills are all classified according to the proper number when they come in, and are charged to the proper account. Thus a bill for coal would be classified (b)-4. Demurrage on coal barges would also be classified as (b)-4. Thus all charges of a similar nature are kept together.

The shop cost department have a book ruled as illustrated in Form 1. In this they enter the charges to the various accounts. This is checked in a summary book with the ledger, a page of which is illustrated in Form 2.

The expenses are classified and a machine rate found as follows:

(a) Fixed Charges is a rate per $1 of the face value.

(b) Power Expense is so much per pound steam or K. W. hour.

(c) Tools Expense is analyzed and proportioned to each machine by estimate.

Material Expense is handled in the same way, and is applied as a loading on material by using a percentage.

As illustrated in Form 3 the Operator's

(b) POWER						
1906 January 4	5	6	7	8	9	Total
Purchase Summaries Shop Deliveries Journal Bills Journal Credits "						

(d) Rent Expense is a rate per square foot.

(e) Light Expense is also a rate per square foot.

(f) Administration Expense is assessed according to the number of productive employes in the various departments.

Thus we can find the cost of running one machine for one year.

(a) Fixed Charges, — per cent of face value .....———
(b) Power, — lbs. of steam at $— per lb.———
(c) Tools Expense for one year.....———
(d) Rent, $— foot at $— per square foot———
(e) Light $— foot at $— per square foot .....———
(f) Administration Expense $— per operator .....———
Total cost for one year.....———

Divide by the number of working hours in the year and we have the hourly machine rate.

Time Ticket is designed for entering the machine hours, and the class. The rate for the class is extended according to the number of hours worked and is added to the cost of the job in the following manner:

S. O. Order No.
Material.
Material Loading.
Labor.
Machine Loading.
Standard Cost.

Thus the material and expense is added together by the shop cost department in finding the total cost of the order as delivered by the shop.

Since running the factory over or under time makes variations in the amount of expense added to the various jobs it is necessary to make a monthly current variation report. Then a percentage can be added

STRAIGHT PIECEWORK TIME AND CREDIT TICKET	
To	Started
Order No.	Finished
Operator No.	Name
Total Credit	Price Labor Total Hours
Date of Delivery	Labor Loading
Department	Mach. Hours Mach. Class No.
Certified by	

A Standard Adding Machine in YOUR Office will SAVE Its Own Cost and Then Begin Saving for Your Pocketbook. PROVE THIS with a FREE Test.



TO PROVE to you what can be done in your own office with a Standard Adding Machine, we will send you one, charges paid, for a FREE trial.

Just fill out the blank below and mail it to us today.

As soon as we receive it, we will instruct our nearest representative to deliver one of the machines at your place and leave it.

Use it just as if it were your own—bought and paid for.

Do all your adding, tabulating, balancing and other work with it.

And, if the machine isn't all we claim—if you aren't satisfied it will save for you as we say—send it back where you got it. Pay nothing.

You won't be obligated. We shan't complain.

The Trial is FREE.

If "the Standard" makes good—and the chances are a million to one it will—you won't want to be without it.

And the price is only $185.00—about one-half you are asked to pay for other machines that can't compare with it.

For the Standard Adding Machine prints the figures in plain sight where you can read them as fast as they are made. This does away with mistakes.

Then there are only two rows of keys, and one figure of a kind. You can't get mixed up putting down amounts.

The Standard is small—compact—simple in construction—simple in action—and never gets out of order.

You don't need a truck to move it about.

You don't have to carry your work to it. You can use a Standard wherever your work happens to be. For it will work just as well on a slant top desk as anywhere else.

And your office boy can carry it about.

But let us prove all this to you. Let us do it at our own expense and risk, as we offer.

Take us at our word. Mail us the FREE Trial Blank today.

If you won't be persuaded to do this, at least send for our Testimonial Book telling how other people effect economies in their businesses with the Standard Adding Machines.

Until you read this book, you can hardly realize the many ways our machine saves time and money.

By reading it, you may learn how to effect big economy in your own office.

And you get the book for the asking.

Just your name and address on a post-card mailed to us today will bring you a copy of the Testimonial Book, by return mail, postpaid.

Send for it and be convinced that a Standard Adding Machine will save money for you.

We Want Men

If you can earn $1,800.00 to $5,000.00 a year salary, write to us at once.

Tell all about yourself—what you have done—what you are doing—and what you can do.

Our growing business demands the brains of men who can see an opportunity and jump at it—who can follow up leads—turn prospects into customers—cover territory—handle other men—become District Managers.

FREE Trial Blank

I am willing to test a Standard Adding Machine at your expense and risk.
You may deliver one to me on your FREE Trial offer.
Also send me your Testimonial Book.

Name.....

Business.....

Address.....

3703

The Standard Adding Machine Co.

3703 Spring Avenue, St. Louis, Mo.

or subtracted as the case may be to or from the standard cost and the current cost found.

The above machine unit system the form of which I have merely suggested cannot be used in connection with my name. However, I would be glad to entertain a proposition to write out in detail this system for your Home Study Course in Systematizing, if you would suggest the number of words you could use. It could be made a supplement to your booklet on Manufacturing Cost. Since you desire to make your course better nothing would add more to its practical utility than the exposition of this system which is used by a company in more than 20 different factories, covering 80 acres of floor space.

Cash or Credit for the Retail Business?

CAN WE ABOLISH CREDIT?
CAN WE INSIST ON CASH?
IS THE CREDIT SYSTEM A NUISANCE OR A NECESSITY?

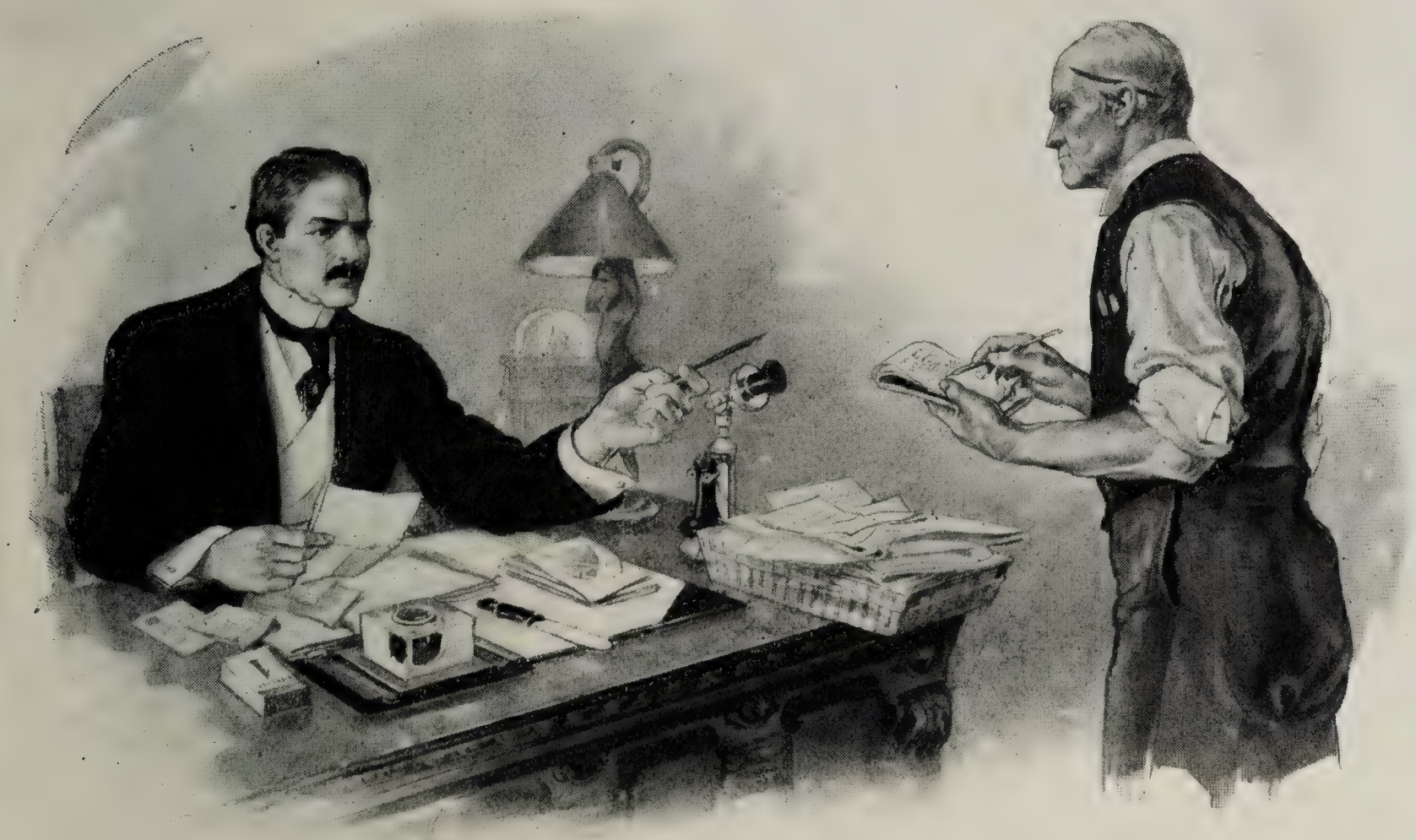
A STRICTLY cash business." It sounds well and the idea is very attractive to the average merchant who has at all times more or less trouble in making collections from his trade. Unfortunately it is a condition absolutely impossible of attainment for the majority of us simply because there is not enough cash trade nor enough cash to go around. In any community there is a certain amount of cash trade, that is, a certain number of people both able and willing to pay cash in advance for all they need or wish to purchase. And there are certain other people who are either unwilling or unable to do this. These latter create a legitimate demand for credit and like every other legitimate demand this one will be met by someone who is willing to extend credit—for a consideration.

All talk of a universal cash basis is foolish talk. Such a thing can never come to pass while our social structure is what we see it now. There are many misunderstandings about this question of debtor and creditor. Who really compose the creditor class and whom the debtor class? The real creditors in this country of ours are those who pay their bills weekly or monthly and put a few dollars in the bank for the traditional "rainy day." In our savings banks there are today on deposit twelve billions of dollars, placed there by ten millions of our fellow citizens. These are the real creditors.

Let these call for their money and the business of the country will go to smash in a day—yes, in an hour. When a few—a mere handful—of these depositors take a notion that they want their money, and want it at once there happens what we call a run on the bank. And a mighty serious thing it may be for the bank involved, too. Make this idea general and we have what we call a panic. Make it widely general and we would have financial ruin for ninety-nine out of every hundred wage-earners, merchant and capitalist. When the small depositor begins to place his money in the toe of an old stocking hidden at home instead of placing it in the bank, there is trouble in sight for the business men of the country. All this would be one of the features of a strictly cash business.

Debtor and creditor are as old as time and will be as old as eternity. Every man who works for wages is the creditor of his employer and a preferred creditor at that under the laws of most of the states. The amount of money owed to wage-earners at this very moment is enormous, running up into millions. Take the employe of a railroad for instance. The pay day of the road comes once a month, and never before the fifteenth. More often it is the twenty-fifth. Thus when the employe gets paid there is still due him the better part of a month's pay, and he is the creditor of the company to that extent.

Such a man is entitled to credit if he wants it and as a general thing he does. If you are after his trade you must give him the credit he asks. Here is the whole thing in a word. Competition will force you to



The Making of a Man

A Hint to the Poorly Paid.

Successful, valuable work, whether physical or mental, depends upon your thinker—your power to concentrate, and to act.

A man succeeds in measure as he is fitted for his work.

Keen, active brain, and steady, reliable nerves to carry out its orders, depend upon the kind of food you eat.

Literally millions of successful workers in all parts of the world have found by trial that

Grape=Nuts

is the perfect food that makes and keeps them sturdy, and able to command money, fame and power.

"There's a Reason"

Postum Cereal Co., Ltd., Battle Creek, Mich., U. S. A.

Please mention The Business Man's Magazine when writing to advertisers.

do a credit business. It is possible to do a certain amount of cash business. There may be enough of it to satisfy you and you may be able to get it all. There is a question in my mind as to whether you want it or not. Let us see what there is to be said on both sides. The cash customer is a "floater." The purchases of today are made here. Those of tomorrow are made elsewhere. There is no reason why this should be otherwise. The motto is: "I pay cash for all I buy and am under obligations to no one." To get this cash trade you must make the usual effort. To keep it you must keep it up. With a purely cash business there is no such thing as a steady trade unless your attractions are constantly presented and as constantly added to. With the right sort of credit trade it is different. All things being equal your credit customer will stick to you. He will even put up with a few things which would drive the cash customer elsewhere. He will pass another store to come to you. And he will buy more liberally within his means than the cash customer.

Giving credit should mean simply a postponement of payment for a certain definite number of days. Foolish granting of credit has been the rock on which many a promising venture has stranded. Not credit, mind you, but foolish credit. Foolish and reckless buying will wreck you just as surely and just as quickly. There is just as much excuse for the one as for the other and that is just no excuse at all. Buy reasonably and on a proper basis. Give credit in the same way.

Credit sales are better than cash sales if you get your money and get it at the time you stipulate, for you will sell more goods and sell them at a little higher price. The cash customer scrutinizes the prices a little more closely than the credit customer. It follows then that it only remains to be sure that credit is given only where the bill will be paid on time. This will sometimes fail, so an additional margin must be put on your profit to take care of the defaults. The credit customer expects to pay this—and always does unless the seller is to fail. Therefore, watch your credits. The means for this scarcely come within the scope of these remarks which have for their purpose merely a demonstration that credit is a feature of trade not to be universally avoided.

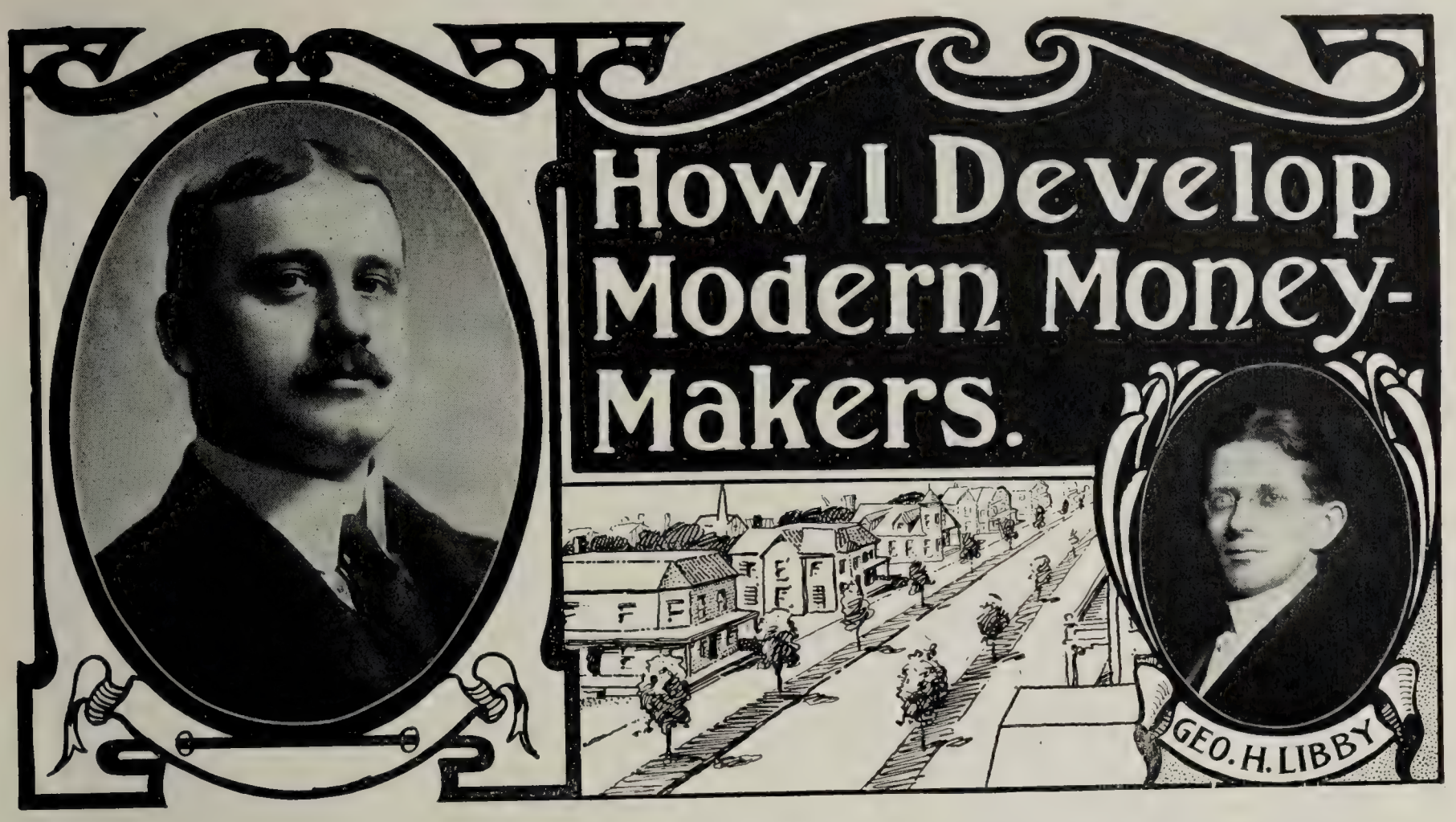
GETTING THE MONEY.

Admit that credit sales are desirable if payments are made promptly, and it becomes a question of assuring yourself that this will be the case. To this end the local association of merchants is a great help if properly handled. Ability to pay is not always a good basis for credit. Many who are perfectly able to pay will cause you serious embarrassment through their dilatory ways. Many a man of limited means is better pay than his neighbor of much greater actual responsibility. If the local association is a strong one, and if all slow pay customers are reported honestly, there will be little trouble for the slow pay customer is almost always chronic and "forewarned is fore-armed."

In keeping your credit customers on the prompt list, the promptness must begin with yourself. Open all accounts with a distinct understanding as to terms and times of payment. Have it understood when and how collections are to be made, and then make them in that way. If the customer wants the bill collected at a certain time and place be at that place at the time specified. A customer who is perfectly able and perfectly willing to settle this week's bill on presentation may have used the money elsewhere if you delay its presentation. If you let it run two weeks it is a little larger than can be handled easily and a part only is paid. Then that particular customer is a little behind and it is hard to catch up. Keep them prompt by being prompt yourself.

A fixed income is a legitimate basis of credit. This fixed income is payable to the customer at certain stated and fixed periods. On pay day, then, is the time to present your bill, and the time to insist on getting your money. If it is understood that the customer prefers to pay at your place of business so much the better, but it must also be understood that if payments are not made promptly, a visit from the collector is the next thing in order. Let it be also understood that you are bound by agreement to report delinquents to your association. If this is made a matter of course, no exception can be taken, and the debtor will make an extra effort to be prompt merely for the sake of keeping off of the "slow" list.

An association of ten merchants can



Demand for Powell Ad Writers Three Times Greater Than in Any Previous Year. Salaries $1,200.00 Up.

The advertising business is today in its infancy, notwithstanding the marvelous growth of the past few years.

I have had three times the call for Powell graduates thus far in 1906 over any previous year. And this call comes from every section of America—from new advertisers who realize the importance of the trained ad writer as a factor in business conquest—from old advertisers who see husky new concerns getting big slices of their "established businesses"—and from the host of advertising agencies who are constantly expanding their copy departments.

In this great work of preparing ambitious young men and women to do good advertising, the Powell System of Correspondence Instruction has unquestionably played a more successful part than all other methods and institutions combined.

I have from the very start been the one advertising teacher who has received the almost unanimous endorsement of the advertising fraternity, and my worthy graduates have thus been in the best possible position to reap the quickest and biggest rewards.

An example: Prior to enrollment with me, Mr. F. W. Spollett, of the well known Carter Ink Co., sought the advice of the leading Boston advertising agencies, among them Wood, Putnam & Wood, who handle scores of high grade advertising appropriations, including Gillette Razors, etc., and the H. B. Humphrey Co., who place all the advertising of that noted reformer, Thomas W. Lawson, besides directing the destinies of many other notable advertisers.

Both these substantial representatives of the staid old "Hub," advised Mr. Spollett to take up the study of advertising—and recommended the Powell System.

The great trouble of advertisers today is to find the right sort of trained advertising men and women—trained in that practical way only possible through the Powell System of Correspondence Instruction.

Mr. Libby, whose portrait appears herewith, became my student less than a year ago, while filling a humble position with a New Jersey rubber company. The selfish manager tried to discourage him, saying "Powell won't help you," and, failing, he increased Mr. Libby's duties, hoping there would be no time for study. But selfishness availed nothing, and when through my course I placed him as advertising manager of the Frank D. Fuller Co., large real estate operators of Birmingham, Ala.

If you wish to learn about the positions awaiting good ad writers, and how $1,200.00 to $6,000.00 a year is being earned, send for my free books—my fine Prospectus and "Net Results" which also tell how the struggling business man can double his profits. Address me

George H. Powell, 127 Metropolitan Annex, New York

afford to have a credit bureau with one man in charge, and this one man can attend to all of the slow collections in person. The expense of this one-man credit bureau can be pro rated without making it a burden to any one member. The collector who presents your bill is for the time being an employe of yours. If he has two delinquent bills against the same party it is time to call a halt. If all overdue bills are promptly placed in this collector's hands, there is little chance of delinquency without immediate detection.

SOME EXCHANGES ON THE SUBJECT. CAN YOU DO A CASH BUSINESS AND SUCCEED?

This is a question that has distressed many a grocer, and most of those who have attempted it have failed in their attempt. It has come to be acknowledged that, with comparatively few exceptions, credit is a necessary evil in the grocery business. There are grocers, who have succeeded in a "strictly cash" business. You find them in every town of any size, but you never find more than one or two to a town. In St. Louis—a great city—there are three or four at the most which sell only for cash, and they cater entirely to that minority element which prefers to pay cash. The average man is a wage-earner and he gets paid once a week or once a month. He feels that he needs credit. A man of wealth prefers to pay by the month, merely to avoid the annoyance in making change every time his groceryman delivers.

When you find conditions like this you must meet them or somebody else will, hence it is that credit is the rule and cash the exception in the grocery business.

If we must have credit, then the retail dealer must learn to watch his credits as he would his cash box—they are exactly one and the same.—*The Retail Grocer.*

CREDIT.

Credit is probably the chiefest word in the lexicon of business, always presupposing that it will be turned into cash. Various estimates of the total percentage of credit business have been made. There is no way of computing the average, but it is probable that not far from 80 per cent of the aggregate business of the world is done on credit.

Credit is the very foundation of business —the corner-stone.

The people trust the banks, the banker extends credit to the producer of the raw material, and the manufacturer. The latter accommodates the jobber, the jobber the retailer and last of all the retailer must do a certain percentage of credit business. Back of all is the bank.

Credit is a most useful servant. It is better than cash. A credit of $10,000 will do twice the work of $5,000 in cash.

That a man has credit with a bank, a manufacturer or a jobber is to a certain extent a certificate of good business standing and reputation.

Very few concerns are strong enough to do the great annual business that they do without calling for aid in carrying their customers, and aid must come from the bank. Having established a credit with bank, manufacturer, jobber or retailer, it is your own fault if you lose it. You can't lose it if you are honest with yourself. If you act squarely, your credit will pull you even over the rough places.

Frequently the best mercantile concerns are obliged to ask extensions, but it is well not to do this unless forced by circumstances, and then arrangements should be made for the extension long before the paper comes due. If you meet your payments promptly you will firmly establish your credit and credit is the right bower of capital. Credit is a real something.—*Commercial Bulletin & Northwest Trade.*

THE EQUIVALENT.

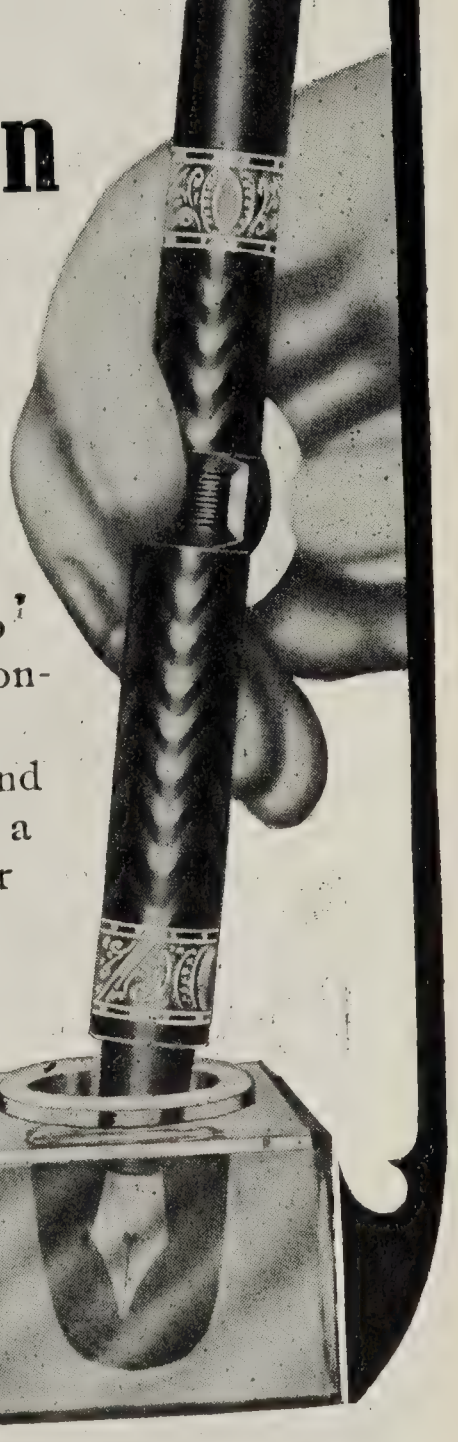
There are two ways of doing a cash business—one for cash and the other for its equivalent.

Your banker does a cash business when he loans you $500 on your note, with indorser, at six or seven per cent. Your jobber does a cash business when he sells you a bill of goods. Cash is the exchange contemplated. A limited time is given you in which to pay, with interest figured in the cost. If you pay sooner, discounts remove the interest charges. The manufacturer does business on a cash basis with the jobber—and every one of these expect interest on belated payments.

The merchant who does business on 30 days' credit—and sees that his collections are promptly made, is doing well enough, provided, he discriminates in charged accounts. This is the system in all large stores in the big cities. The credit man, must first pass on your application for

How the CONKLIN PEN Fills Itself

Just a quick, simple pressure of thumb and the **Conklin Self-Filling Pen** is full and ready to write. No dropper, no bother, no inky fingers, no waste of time. The **Conklin Pen** is the time-saving fountain pen for business men. Has every advantage of the best fountain pens, plus the only perfect self-filling and self-cleaning device. The lock-ring shown in the lower left-hand corner prevents the ink from being forced out after reservoir has been filled, either when pen is in use or in the pocket.



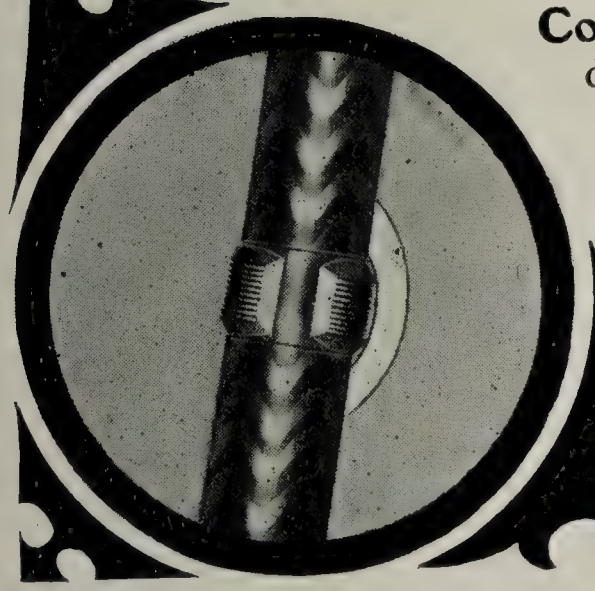
The ORIGINAL and ONLY GENUINE

Conklin's Self-Filling Pen

is a marvel that has completely revolutionized fountain pen construction. Its surprising simplicity combined with utmost care in manufacture, makes it practically proof to trouble of any sort. Responds at the first touch to the paper—flows evenly and regularly until the last drop of ink is exhausted. Ink capacity as large as old style fountain pens. Presser-bar prevents pen from rolling, making it especially desirable for all who work at sloping top desks. All **Conklin Pens** are unconditionally guaranteed to fulfill all claims we make.

Write for catalogue giving full description and special offer we make for you to secure a **Conklin Pen** on trial through your dealer.

Sold by Dealers Everywhere.



The Conklin Pen Co.,

514, 516, 518 Jefferson Ave.,

Toledo, Ohio.

AGENCIES

93 Reade St., New York.
144-146 Monroe St., Chicago.
1652 Curtis St., Denver.
520 San Pablo Ave., Oakland, Cal.
38 Shoe Lane, Fleet St., London, E.C. Eng.
47 Market St., Melbourne, Aus.

credit, before you are admitted to the privileges of a "charged account."

The country merchant can readily discriminate. He knows the good pay and the slow pay. If one of your customers holds a sale, he announces his terms before the auction commences and he invariably demands interest on deferred payments.

Why should the retailer be the one business man on earth to submit to the demands of their customers for "time and eternity" credits?

If one of your customers, whom you may know to be all right; a man with a good record, and who in prosperous times, patronized you, should meet with trouble and be unable to plank down cash—give him credit—give it, until the tide turns, if he is honest and worthy—but have his name on a piece of paper, and collect a moderate interest. If he is the right kind of a man he will be willing, nay, even anxious to pay for the accommodation.

If you must do a credit business—safeguard it. Collect your accounts. Be careful and have a settlement day.—*Exchange.*

A MINNEAPOLIS COUNTY MERCHANTS' ASSOCIATION.

The following extract is from the circular prepared by John Costello of Kellogg, Minn., and sent by him to all members of the Wabasha County Merchants' Association. "When the manufacturer makes a sale there is a time for payment, when the jobber sells the retailer there is a specified time for payment, when the farmer sells anything, it is intended to be a cash transaction—but when the retailer sells the consumer on credit, there is produced evidence of a system that is not duplicated in any other place of business on earth except at the counter of some other retailer in towns and villages throughout agricultural communities.

"When you deliver your property into the possession of another party to be converted to the use of that party, you should receive something more definite and tangible than memoranda.

"The credit business must of necessity employ the most expensive methods for distribution of merchandise. The cash transaction is the most economic that has yet been devised. We can save 12 per cent by doing a cash business, seven per cent on purchase and five per cent on expenses.

"Our system of mixed merchandising is the best friend the catalog houses have. We should not blame them for taking advantage of a business condition which we have prepared for them.

"A mixed business imposes the necessity of carrying two stocks, one in the store and the other on the ledger."

The Farmer's Point of View

MR. VAN WAUS HAS BEEN A SUBSCRIBER TO THE BUSINESS MAN'S MAGAZINE FOR MANY YEARS, AND HAS DISTINGUISHED HIMSELF ON MANY OCCASIONS BY THE PRACTICAL SUGGESTIONS AND CRITICISMS HE HAS CONTRIBUTED.

I SHALL try to say a few words on the credit system in preference to the cash system. Some will say that the credit system is all right in the absence of something better, but that is not so. The credit system is just as essential as food.

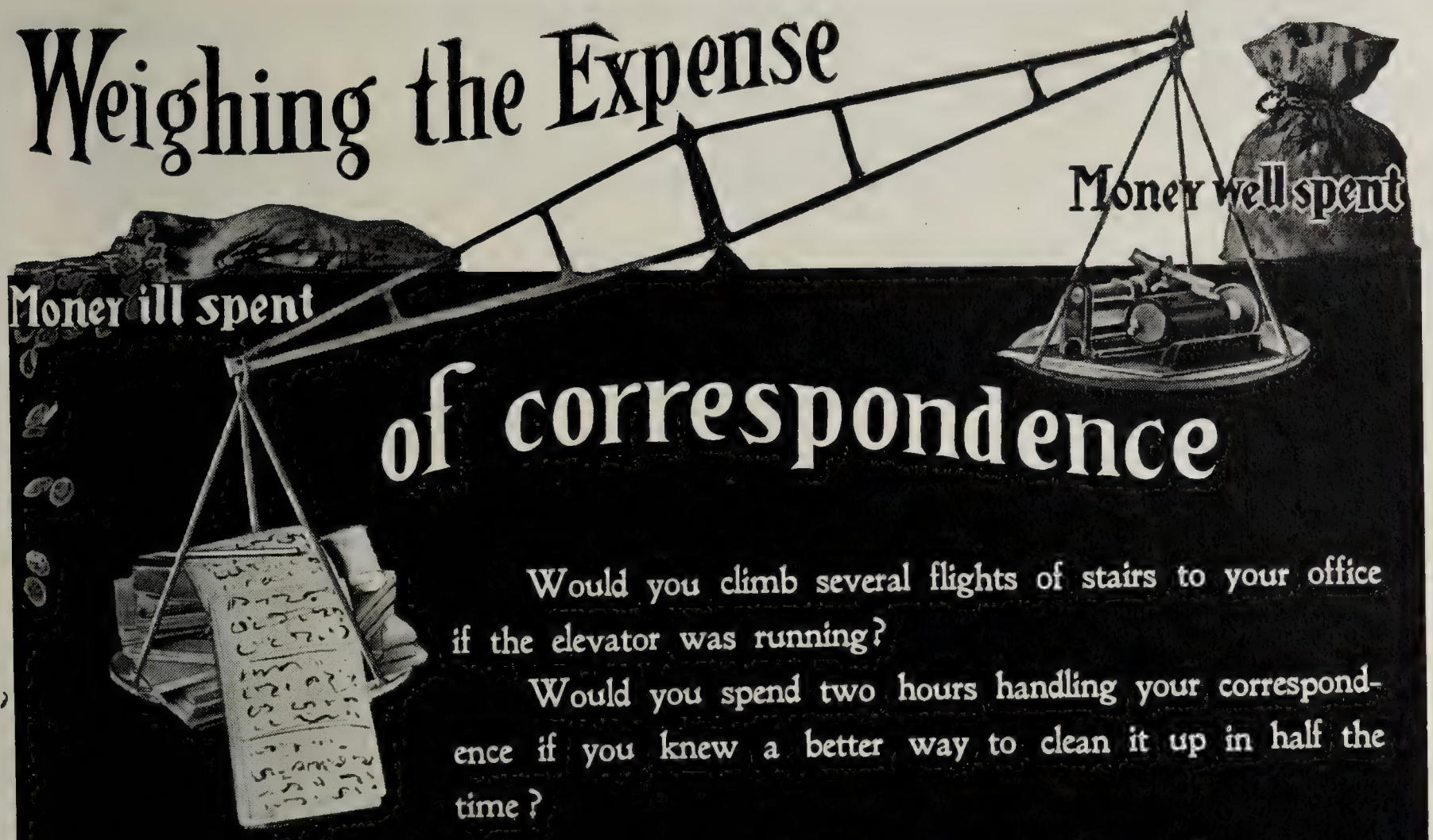
Now, what is the real meaning of credit? It is the giving of something of value, or extending a trust for which we expect to be compensated at some future date.

If a man borrows $100 at a bank, he is given credit; but, you say, he pays interest. Of course that compensates the trust placed in him.

The words "credit system" do not say that there is no interest to pay nor do they mean that there is no line to draw in that you must trust everybody that asks you.

Nobody posted on business will say that no cash business was ever a failure, it wasn't bad accounts that broke the cash system, what then? Bad management, that's all; and that kind of management will sink a credit business.

Weighing the Expense of correspondence



Would you climb several flights of stairs to your office if the elevator was running?

Would you spend two hours handling your correspondence if you knew a better way to clean it up in half the time?

The Commercial Graphophone

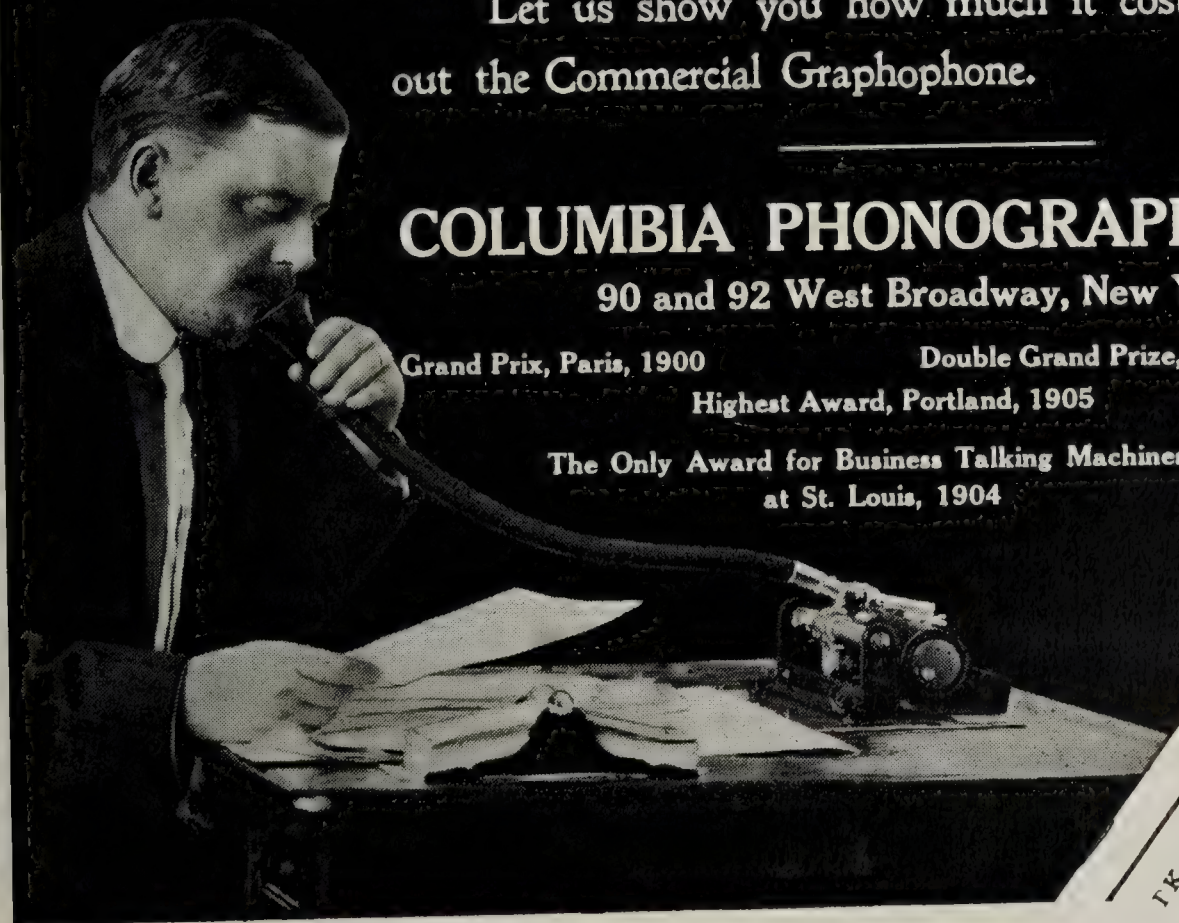
actually saves 50 per cent. of your time and expense in handling your daily correspondence. We can prove this to you by a trial at your office.

You can avoid all the delays and mistakes of your present system if you

"TELL IT TO THE GRAPHOPHONE"

The result: Better letters and increased business.

Let us show you how much it costs you to do without the Commercial Graphophone.



COLUMBIA PHONOGRAPH CO., Gen'l

90 and 92 West Broadway, New York City

Grand Prix, Paris, 1900 — Double Grand Prize, St. Louis, 1904

Highest Award, Portland, 1905

The Only Award for Business Talking Machines at St. Louis, 1904

FILL OUT THIS COUPON AND MAIL TO-DAY

T K- 0. Kindly mail me FREE complete information concerning the Commercial Graphophone.

Name.....

Street.....

City..... State.....

COLUMBIA GRAPHOPHONE

If I had been a bad debt collector, I suppose I would throw up my hands at the word "credit," but that isn't the fault of the credit system. I know of several farmers who are well to do today, but they are still renters who started on a very small scale and trusted to a great extent. On the credit system they could sell a horse or cow to pay for some machine they needed, but that horse or cow was part of their necessary equipment for the successful tending of that farm, so they had recourse to the credit system, and I know most of those business men that extended credit have no fault to find with the credit system.

If you want linseed oil you must wait until flax is ripe. You can't squeeze it out of the green plant.

If the farmer needs credit for the furtherment of his country and home, it must be and is given him, and there are thousands after thousands of that class; there are hundreds of factories (and large factories at that) that have been wholly built and supported by the farming class and the credit system has done it; the cash system never could uphold such factories.

The pay days of the farmer are very few; not every week, or even every month. If one farmer buys $10 worth of corn from his neighbor and says he will pay in two or three months, when he sells his hogs, this is one of his pay days. The farmer that bought the corn is readily given credit; he is worth many times the price of that corn; now the question arises, must we do without the necessaries of life because we have not the spot cash?

There are a number of risks to be taken in any and all kinds of businesses, and the credit system is not an exception. If a farmer buys a number of hogs, or cattle, he runs a big risk, but he does not put the hog or cattle business down and out and say we need something we have not or cannot get.

Now I have shown, as best I could, that the credit system is absolutely necessary to the general public; to the jobber, and to the factory. The consumer taking credit necessarily obtains it through the middle men to the factory.

It has been said that the credit system often proves unfortunate to the young who are permitted to use it, and later in life they become bankrupt or ruined. Is that the fault of the credit system? No! It's the abuse of it. It is not the fault of the whisky that makes a fool of a man. Its the abuse that does it. Because a few abuse the credit system, should it be shut away from the masses who make proper use of it?

Money must be earned before it can be paid, and if it takes one month or 12 months to earn such money it can not be paid sooner, and yet during that time we must live and be clothed and have whatever is necessary. Let those who can do all they can to promote the credit system, and not put it down and out.

Credit and Retail Merchants' Association of Illinois

MR. T. H. CURTIS, THE AUTHOR OF THIS ARTICLE, WAS PRESIDENT OF THE RETAIL MERCHANTS' ASSOCIATION OF ILLINOIS FOR TWO YEARS, AND IS NOW TRAVELING SALESMAN FOR THE RETAIL MERCHANTS' MUTUAL FIRE INSURANCE CO. OF ILLINOIS. HIS VIEWS ON THIS SUBJECT, THEREFORE, SHOULD BE TREATED WITH EVERY CONSIDERATION.

I HAVE been a reader of your magazine since last September and am very much pleased with it, awaiting its arrival each month with interest.

I am especially interested in the article called "Cash vs. Credit" in your recent issue. I had been a merchant until two years ago, conducting a grocery store on the credit plan for 15 years, and although I lost quite heavily on bad accounts during the early part of my business career, I am still in favor of the credit system; as I believe, even taking into consideration my losses at that time, I made more money than I would have done, had I managed my business on

Health—Your Capital

Individual Instruction, BY MAIL, in Exercise, Diet, Hygiene, etc., and Natural Treatment of Disease



DO YOU REALIZE that 95 out of every 100 business men have "something the matter" with them? That *ignorance* blocks the road to Health? That intelligent effort along natural lines will not only cure disease but establish *sound bodily health?* If not, it's time you were waking up to the situation! Your success in business; your every interest—even life itself—depend upon your bodily health! It would take years for you to solve this problem of Health for yourself. What's to be done?

The National Physical Culture Institute

has solved the problem. Our instruction meets the crying need of today for a means of getting and keeping Health in its fullest sense. It is scientific, intelligent and natural, and will bring you Vigor and Health never before known. What we have dug out in years of actual experience and study we will apply to your case and teach you in a surprisingly short time. All we ask is

Just 15 Minutes a Day in Your Own Home. Our instruction is so plain, rational and easily followed that there is no inconvenience or loss of time. No Drugs; no Apparatus—*only Nature.*

You, who have such common diseases as **Dyspepsia, Indigestion, Constipation, Catarrh, Obesity, Emaciation, Nervousness, Loss of Vigor and Energy,** and many others, our Individual Instruction and Treatment, by Mail, will quickly cure you and set you squarely on your feet physically, with a good muscular development thrown in.

You, who think you are well, need our instruction as "Health Insurance" to insure greater Health and Strength, and to prevent what is sure to follow without it—Weakness and Disease.

Nature of Instruction. We instruct you individually—according to your condition and needs—in a *Perfect System of Exercise;* tell you just what food you should eat, and what to avoid; how to properly breathe and bathe, and prescribe such Natural Treatment of Disease as may be necessary. Understand, our instruction is strictly individual; and much time, thought and work are put upon your case. The System of Exercise is absolutely perfected—unlike the so-called "Swoboda" or other systems.

Proof Positive. Our methods have been thoroughly investigated and are indorsed by eminent physicians, high U. S. Army officers and prominent business and professional men, whom we number among our patients. Write at once for free literature and letters that will convince you Our Instruction is Just What You Need and Must Have. In writing, state briefly condition and needs. Remember, just 15 minutes a day. Rates Reasonable—terms to suit your convenience.

National Physical Culture Institute, Dept. 5, **Washington, D. C.**

a strictly cash plan, and were I going into business again would certainly conduct it on a credit basis.

My reasons in favor of credit are simply these: If all merchants of a town or city sold goods strictly for cash, there would be the worst cutting of prices and misrepresentation of goods imaginable; as every one would be on an equal basis and those merchants who had the largest capital would be able to buy in large quantities and thus freeze out the smaller merchants which would result in the closing of 50 per cent of the business houses, and that can not but do the place much harm as a business center and also depreciate property in value. I admit that one or two cash stores can do a good business in a town of three to five thousand inhabitants where the other merchants do a credit business; but as long as men have to work on credit from six to 45 days, so long will there be places for them to buy goods on credit.

In order to do a successful credit business there are one or two things essential:

First—Have the laws of the state such that after a reasonable exemption, the merchant will be able to collect his accounts should the customer refuse to pay them.

Second—The merchants must organize into an association and keep a regular list of the citizens of the place, having a secretary who shall have charge of the same to whom each merchant shall furnish a list of his customers, good and bad. At any time, his customers refuse to fulfill their agreements as to paying their accounts, he shall at once notify said secretary and no member of said association should credit the parties thus reported to the secretary.

Third—When a merchant opens an account with a new customer, it is to his advantage to limit said customer to a certain amount with the understanding that when that amount is taken up, the account is closed if not paid in full, unless some other arrangement is made satisfactory to the merchant. In order to work this successfully, I think that a system where every purchase made is recorded on a duplicate ticket showing total amount due each time and sent to the person purchasing, is necessary. Of course this part only applies to those customers of limited means where an account can not be collected by law.

The following are some of the advantages of doing a credit business: The customer who buys on credit often buys more than if he had to pay cash at each purchase. Customers who buy on credit will come two or three blocks to trade with you, whereas a cash customer will drop into any cash and credit store to supply his wants; if all sold for cash this would make no difference.

A Subscriber's Point of View

I BELIEVE it will be generally accepted as a condition that it is more desirable for the merchant, as well as a good check on customers, to have the cash than to give credit. But that condition is not in sight as yet.

Credit is expansion in retailing as well as in wholesaling. It is not the merchant's business to have the people lay up something for the rainy day or always have a surplus on hand; that is the banker's argument. The retailer would rather have you buy new goods than make your old ones do. Credit in retail business enables people to dress better, to live better and enjoy better. As commerce and business now is, credit is as vital and as important a factor in the retail trade, as it is universally conceded to be in finance and the wholesale trade. To show this would require a circumstantial review of the business situation today but in general it might be said that the principles are analogous to those obtaining in the other fields; for we each of us have our own business to found, prosecute and mature, insignificant however it may be.

It is not up to the merchant as such to put a brake on extravagance or curb tendencies though he might if he were acting in the capacity of reformer. It is as much to his advantage that new wants are created as to get his goods out. He more than any one welcomes the ever widening circle of luxuries as well as necessities. His business is to increase his sales, there's the rub, if credit will do it, credit we'll have. But who, yes and who, no. Will we get our

It is useless to deny the value of appearance, because in the final analysis it is the outer expression of the inner man.

In meeting people through correspondence your personality is carried by the paper upon which your message is written as much as by the message itself.

Men who know choose

OLD HAMPSHIRE BOND

"Look for the Water Mark"

to represent them and their business.

The paper bears the unmistakable stamp of quality. It lends force and character to the message that it carries. It has two reputations to maintain—that of the firm using it, and its own. So, it is "made a little better than seems necessary."

We want you to know OLD HAMPSHIRE BOND. A request upon your present letterhead will bring our specimen book. You can test for yourself the strength, the parchment-like finish, and the "crackle of quality" found in OLD HAMPSHIRE BOND.



Hampshire Paper Company

We are the only Paper Makers in the World making Bond Paper Exclusively.

South Hadley Falls, Massachusetts

Please mention The Business Man's Magazine when writing to advertisers.

money? How much is he safe for? And to know the proper time to say, "no more."

If retail credit is unsatisfactory it is not in the thing itself, the fault lies in the manner it has been handled. Conditions now demand retail credit and with that a specialization of departmental skill and system sufficient to meet the end. We hear much about the lack of efficiency of reporting agencies, but all in reference to the wholesale trade, nothing in this regard to the retail trade. Our sources and means here are far inferior, and in most instances are inadequate. The local reporting agency is not at all informed with the importance it ought to possess. A few girls that get $5 per week, two boys at $9 and $12. The manager is out most of the time soliciting new business. From that equipment one-third the time you cannot get intelligent or reliable information, not to speak of the kind you want, something to guide you in the matter immediately at hand. We have a department store doing a large retail credit business. They pay their clothing buyer (sort of manager of the department) $7,000 per year. The salesmen get $18, $20 and $25 per week. The credit man is paid $5,000 (but he has more to do than look after credits), they use the local reporting agency and besides a few clerks at $5 and $12, are supposed to be associated with it. This department is not organized to a degree sufficient to meet the demands upon it, it is not specialized enough, it has not sufficient appropriation.

I believe we ought to have credit, as yet it is a recognized factor in the retail trade, here of greater, and there of less, importance, but still with no signs of being on the wane, however many reasons can be adduced against it. But everyone who extends credit must organize a department capable of doing the work sufficiently to fully take care of that branch of the business. Such a department is a true and necessary adjunct, then must have its appropriation and given the importance it should possess, the loss ought not be proportionately great.

In my estimation the old country store idea of charging interest on accounts is correct. Credit is an accommodation and in business everyone ought to be made to pay for it. Let every house exact a toll on accounts and let that pay for expenses and losses, the same as in banking institutions. Therefor I say to make the wheels of commerce go (and we are not talking reforms now) "Let us have credit, more credit, all the credit the people want." But let us stop giving goods away.

We want reasonable credit or acceptations of promises to pay based on reasons. To get sufficient reasons true and to the point, not apparent ones and misstatements we must have a better credit department, put it on a par with other departments, use trained men and train men and have enough of them, encourage the local agencies and demand better service and be willing to pay for good service. Many other suggestions have appeared in THE BUSINESS MAN'S MAGAZINE from time to time; doubtless the business world will evolve others as this great branch of business grows, and its importance is recognized.

If all the stores should now demand cash, seems to me we would have to adopt the editor's suggestions. But of course, there might be such a thing as an employe's bank where all his credit might be focused and all his assets known, as well as his paying ability and willingness, and where he must give security if needs be. This not in the present day loan concern but in a modern organization which has the esteem and confidence of the community, as well as its support. In this connection is it not true that the merchant is asking less and less long time credits? At least the one whose account is desirable. He is more independent, he discounts his bills, he buys where he wants and as he wants. Is he less in debt? I believe not. He goes more often to his banker, where he can make better arrangements if he is good, and who is on the ground and knows what is what. People will go short of cash and if credit is withdrawn in one direction they will go in another, paying cash where they must and asking credit where they think they will obtain it.

For a long time yet credit in retail business will be necessary, and for a long time yet will we need ever improving methods for handling this neglected side of business system.

The contribution printed below represents the views of an influential retail credit man who does not, however, wish his name to appear.

G.W.
Upright Way
OF FILING
ALL SIZES OF PAPERS



The Globe-Wernicke Upright Way of Filing Papers is not confined to letter size only.

The complete system as perfected by this company incorporates vertical filing cabinets for all sizes of papers utilized in commercial and professional lines of business including bill, letter, cap, report, document and card index files.

Therefore if you need but one size *now*, start with the G.-W. thus making ample provision for the future growth and character of your business.

All G.-W. upright units are of uniform height and depth and interlock as one cabinet.

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Vertical Letter Filing Cabinets also furnished in the G.-W. "elastic" system of horizontal units of which there are fifty different patterns.

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Boston, 91-93 Federal Street



Psychology in Business.

THERE is no cause for complaint just now in regard to a paucity of literature on the subject of either advertising, or salesmanship. It appears, from the more or less eminent producers of this literature, that to achieve success in either direction it is necessary to study psychology as well as those ordinary laws that are supposed to govern the promotion of commerce such as quality of merchandise offered for sale, reasonable prices, liberal terms, etc.

It is only after becoming a psychological expert that the salesman can fix the proposed victim with his cold, steely eye and compel the unwilling order.

The amount of "mush" written in this direction, or connection, is appalling and overwhelming. We have before us two or three articles of this character. In one the author presents a list of mental characteristics that go with certain facial or physical developments, and instructs the salesman to be guided by them in his treatment of the prospective customer. Thus—the large proboscis must be baited with a bargain; the protruding jaw must be swatted mercilessly with non-malleable arguments; the red hair must be steered around the corner while it isn't looking, etc.

In another article we are informed that no one can make a good collector unless possessed of a thorough knowledge of human nature and human failings. The collector must be able instantly to read the debtor's mind and understand, or appreciate, the only way to approach him that will make him disgorge his cash.

By and by it will be generally appreciated that the majority of the literature referred to consists mostly of eloquent and elegant nothings, after which we may hope for a return to common sense.

The Twentieth Century Motor.

The fast approaching substitution of motor omnibuses in passenger service for electrical railroads will, undoubtedly, be responsible for a considerable disturbance of commercial interests.

The expensive construction of electrical railroads will become practically valueless although, perhaps, the permanent ways may still be utilized on the score of economy of power required per ton. Nevertheless, the trolley wires and poles will not be needed, and there will be a large saving in respect of cost of maintenance which will render successful competition with the gasoline or alcohol motors impossible.

In this country where so many electrical railroad companies have secured long-term franchises, the installation of motor omnibuses may be somewhat delayed, as the influence exerted by these railroad companies against granting the franchises to motor omnibus companies during the life of their own franchises will be great, so that in this direction it is quite possible we will find ourselves in the unusual position of watching European countries progress more rapidly than ourselves.

In London, especially, the conditions apparently could not possibly be more favorable to the adoption of this particular mode of locomotion, as owing to the congested traffic no street railroads have been allowed to operate except in the suburbs, and the passenger traffic has been served exclusively by cabs and horse omnibuses.

In a recent issue of Cassier's Magazine a number of illustrations are presented of the different types of motor omnibuses now



At the great recreation centres of the nation, where pleasure and enjoyment are the only aim, and where naturally the best of everything is in demand, the preference is always for

MURAD
CIGARETTES

The Murad possesses the full flavor of the rarest Turkish tobacco, smooth and mild from perfect blending. The Murad has a distinctive delicacy of flavor that immediately appeals, and an exquisite fullness that never tires.

10 for 15 cents

S. ANARGYROS, Manufacturer
111 Fifth Avenue, New York

in use in London, and it is stated that the average cost per mile of a single motor omnibus of the double-decker style (seats provided on the roof of the bus) is 20c, including wear and tear and depreciation. It evidently does not require a very large passenger patronage to provide for this expense, and some of the London Omnibus Companies have reduced their fares since adopting the new motors.

The Ancient Merchandise Account.

One of our contemporaries has recently established a department of Business Management with a great flourish of trumpets. This is what it has to say in regard to the management of the department:

"We would call attention to the excellency of the articles which are appearing in these columns under the department of Business Management. Mr. Blank, who is contributing them, is an accountant of the first rank and his development of the subject is worthy of closest study."

The following extract from article 1 indicates that some accountants of the first rank have not yet emerged from the ruts of long past ages when it used to be considered proper to carry a Merchandise Account for dumping purposes.

"Debit Merchandise account at commencement of business for amount of merchandise on hand, as shown on stock sheets.

"Debit this account for all merchandise purchased and also for goods returned by our customers.

"Credit this account for all goods sold and also for all goods returned to other parties on account of defect or damage."

Academic Education in the Business World.

The fact that so many excuses are being offered in the columns of the business press for the frequent failure of the college man to succeed in business, may be considered as evidence of something lacking in his make-up, or that academic education does not produce those qualifications which are necessary to commercial prosperity.

One prominent merchant has recently expressed his opinion that the fault lies in the college man's aversion to getting dirty. An academic education fills the mind with philosophy, theoretical science, mathematics never to be required in ordinary commercial life, political economy, theory of government, and a large amount of general knowledge that would make a full and polished mind, if it were not promptly forgotten by the majority of college students immediately after they have struggled through their graduation exercises. But this general knowledge does not excite in the minds of the average students the determination to take off their coats and work hard at whatever occupation it may be their lot to follow, and herein they are at a disadvantage as compared with the less fortunate youths who realize that to prosper they must work, even though their hands require frequent ablutions in the process.

In employing college men it is notorious that many large employers show a marked preference for those who have worked their way; believing that in earning their expenses these students must have obtained more or less business experience which is bound to prove valuable, if only to show what kind of work is best suited to their ability.

Beneficence vs. Benefit.

From communications received from our readers it seems to us that there is some little misconception as to just what our purpose is in publishing the railroad articles now running in THE BUSINESS MAN'S MAGAZINE. We have received a great many commendations, hundreds of them in fact and a few criticisms. Most of the latter say in effect that the writers do not believe we ought to attack the railroads, because the railroads properly conducted are beneficent enterprises and operate to the benefit of the mercantile and manufacturing community.

This may be perhaps as good a place as any to set forth our position in regard to this matter. We are not attacking the railroads as such, but are merely making war upon the manifest abuses into which railroad management has fallen. Railroads properly conducted could merit criticism from no one. The service given by the railroads is absolutely indispensable to the business life of this or any other country, but when railroad management so far abuses its power as to build up one community or one individual at the expense

What the Quaker stands for

The Quaker on the *outside* of the Quaker Oats box guarantees the quality and purity of what is *inside* the box. He stands for an *exclusive process* —a different way of selecting and milling the oats—that brings it to your table clean and free from hulls.



Quaker Oats

is easier to eat and to digest than any other rolled oats—a wholesome, satisfying food.

When you see the Quaker, therefore, remember that he is no mere trade-mark—he signifies, not only a different package, but a different *food;* a difference which has received world-wide recognition and approval.

Buy a package of Quaker Oats today, and you will realize if you never have before,

What the Quaker Stands For—

The best and purest rolled oats made.
Large package ten cents at all grocers.

of another community or individual who suffers correspondingly, there is something wrong. We have no quarrel with the railroads, but we do believe in justice and common honesty and we believe that any individual or any company endeavoring to do business should be given the fullest possible opportunity to develop his business without any handicap imposed by railroad companies or other extraneous influences.

A Louisiana Substitute for a C. P. A. Law.

On July 13th the public accountants of New Orleans held a meeting and launched an organization which is likely to make a C. P. A. law unnecessary in Louisiana—The "Chartered Accountants of Louisiana."

A majority of the prominent public and expert accountants of New Orleans were in attendance at the meeting, the following of the number present being chosen as officers:

Directors—Emile Bienvenu, Robert C. Lloyd, Alex. A. Hart, N. S. Senton, Geo. A. Turner; president, Emile Bienvenu; vice president, R. C. Lloyd; secretary, Alex. A. Hart; treasurer, N. S. Senton.

A charter was considered and adopted and as provided for in the charter a Board of Examiners was appointed as follows: P. W. Sherwood, Prof. A. L. Soule, F. G. Romain.

The organization has applied for a state charter authorizing them to issue a "Chartered Accountant" certificate to those found worthy. The object of the organization is to provide a standard of efficiency for those seeking public confidence and patronage in the profession of accountancy and to unite the expert accountants of the state for the mutual improvement of themselves and the protection of the public.

The object is a laudable one and impartially applied the plan will result in taking the profession out of the hands of politicians and in the suppression of the rank favoritism said to be shown in certain localities.

The Gospel of Going Easy.

At this summer season it is decidedly refreshing to observe the great wave of protest against hard work as the principal factor in business success, no matter how appropriate the determination to work hard may appear in cool weather. It is unreasonable to laud the spirit of incessant, unremitting toil, at vacation time. Civilized mankind does not feel naturally energetic at 90 degrees in the shade, and the campaign against hard work as necessary to success, as an overworked platitude—a meaningless phrase—a fallacy—an imposture—is as pleasant a variety as the cooling breeze when it happens to stray in our direction.

It is evident that the slaves of commerce who turn the wheels of business without rest are losing those higher human sensibilities which enable mankind to enjoy the best achievements of art and literature; while it seems to be generally recognized that the constant incitement to continuous exertion has resulted in stimulating a large number of ambitious people to over-exertion, with its consequent nervous and general physical breakdowns.

Stop now and then, and oil up!

Our Current Number.

It is not often that a business magazine has the opportunity to present in one issue such a number of excellent articles, technical and otherwise, as distinguish the current number of THE BUSINESS MAN'S MAGAZINE.

The timely articles in relation to our trade in South America will be appreciated by all who transact an export business, while in our Technical Department we present three articles on accounting systems that have never before been described in any other publication, viz:—A Complete Cost Accounting System for the Automobile and Commercial Motor Manufacturing Business; The Manufacture of Carpets and Rugs; The Complicated Stock Department of a Large Packing House.

Such articles as these are but a foretaste of the rich and nutritious viands we have arranged to place before our readers during the coming year for their consumption.

Organizations of Public Accountants.

The evident intention of the C. P. A.'s to monopolize the business of public accountancy in the United States is naturally having the same effect as in Great Britain, where attempted monopoly has so

Make Money in Real Estate

IF YOU have $10, $100, $1,000 or $10,000 to invest—or if you can save $5 or more a month, we want you to send for our new free booklet, which tells all about the safest and most profitable investment in the world—good real estate. This booklet is called

"Dollars in Dirt"

and it deals with the science of real estate investment.

¶ It explains why real estate grows in value, how to choose real estate; how fortunes have been made; when and where to buy; how to foresee a city's growth; how long to hold property, etc., and gives a brief review of the wonderful conditions that exist in New York City today, where $335,000,000 is being spent to increase realty values in the suburbs.

¶ The book is not an advertisement of any particular investment but is just the condensed experience and opinions of some of the leading real estate experts in the country.

¶ If you want your money invested in something substantial, where you won't have to worry about its safety --where no touch of "Wild Cat" methods or "Frenzied Finance" will be upon it--yet where it will earn a good rate of interest, write for this book today.

¶ *Along with it we will send particulars of the best real estate investment we ever offered our clients—an investment where every dollar will be as safe as a government bond and where the investment should increase in value from 50 to 100 per cent. yearly for a long term of years to come.*

¶ We want to show you how you can make money on small investments, just as 6,000 clients of ours are doing now. These clients are scattered all over the country. Some of them may be in your own town. We can refer you to any of them and to National Banks in New York, Chicago and Philadelphia.

¶ If you are in the least interested in safe and profitable investment send today for "Dollars in Dirt." Your name and address on a postal card will do. Address either office.

W. M. OSTRANDER, (Inc.)

Suite 134 North American Bldg.
PHILADELPHIA

Suite 134, 25 West 42nd Street,
NEW YORK CITY

far resulted in the organization of a confusing number of associations of accountants.

It has been seriously charged, and frequently, that C. P. A. examinations are made up of "freak" questions which render it an easy matter to throw out the work of candidates as unsatisfactory should they not be desired as members on account of personal prejudice, or because it may be considered the market for public accountants is already sufficiently well supplied.

The commonwealth of Massachussetts seems to progress very satisfactorily without regulation C. P. A.'s, while the general class of persons holding membership in C. P. A. societies in some states is of such a character as to throw discredit upon the whole profession.

Incorporated Accountants of New Jersey.

The International Accountants' Society, Incorporated, has now assumed such important dimensions, in the way of the number of members and the influential character of the membership list, that its directors consider the time has arrived to weld the membership into an active organization that will have the ability to be self-supporting and to render mutual assistance and benefit not only a possibility but a fact.

There are now considerably over 3,000 members residing in the United States and Canada, and we have decided to commence the detail of organization in the state of New Jersey where the desire for organization is very pronounced, and where there are 84 members easily in touch with one another.

Membership in this society will be strictly limited to graduates or students connected with The International Accountants' Society, Inc., and only graduates shall, in the first place, be eligible for election to office.

The title of the society will be:

THE INCORPORATED ACCOUNTANTS OF NEW JERSEY

(Branch of The International Accountants' Society, Inc., Detroit, Mich.)

For the purpose of giving the organization the necessary start we have made the following temporary appointment of officers from graduates of the International Accountants' Society, Inc., receiving high percentages on their work:

Arthur C. Wilson, 412 Division Street, W. Hoboken, N. J., President; Fred P. Cooke, 41 Spruce Street, Bloomfield, N. J., Vice President; Allan Orr, 629 Linwood Avenue, Collingswood, N. J., Treasurer; W. H. Macnabb, 459 Fourth Avenue. Newark, N. J., Secretary.

No assessments, initiation fees, or dues of any kind are charged by the parent society.

Those interested in the establishment of similar organizations in other states will confer a favor by communicating with the secretary of The International Accountants' Society, Inc., Detroit, Mich. Those interested in becoming members of "The Incorporated Accountants of New Jersey," should communicate with one of the officers whose addresses are given above.

Home Study.

In our HOME STUDY MAGAZINE we have been making a specialty of business pointers in regard to corporation peculiarities. These pointers have appeared in the June and July numbers.

In the August and September issues we expect to devote special attention to interesting and unfamiliar points in relation to cost accounting, such as will be found very useful by students of cost problems and the general principles that govern efficient factory records.

In the Forum Department a number of prizes are offered each month for the best answers to questions relating to modern business practice, and advice in regard to particular business conditions presented for discussion.

If the results obtained from any method or system in use in a business are not entirely satisfactory, the subscriber to HOME STUDY is most cordially invited to explain his difficulties in the Forum Department and will, undoubtedly, receive from some other subscriber suggestions that will be found of assistance and value.

HOME STUDY is the "Overflow" for THE BUSINESS MAN'S MAGAZINE, and contains numerous interesting contributions crowded out of the latter. Subscription price is only 10c per annum for the present.

$ $

TIME! LABOR! MONEY!

are life's most powerful forces, and how to utilize most successfully your share of them can best be learned by witnessing the demonstrations of the marvelous modern business devices and systems which have won for America the commercial supremacy of the world at the fifth

NATIONAL BUSINESS SHOW

(AMERICA'S MOST NOTABLE COMMERCIAL EVENT)

MADISON SQUARE GARDEN, NEW YORK CITY
OCTOBER 27TH TO NOVEMBER 3RD, 1906

(Make a Memo. of the Dates)

The only exposition held anywhere in which the business public can see and investigate EVERY practical device yet invented for the betterment of business methods—the use of any ONE of which will increase results and lessen expenses in every line of business.

If you are progressive in business, you cannot afford to miss this Show, which will be the largest and most instructive ever held.

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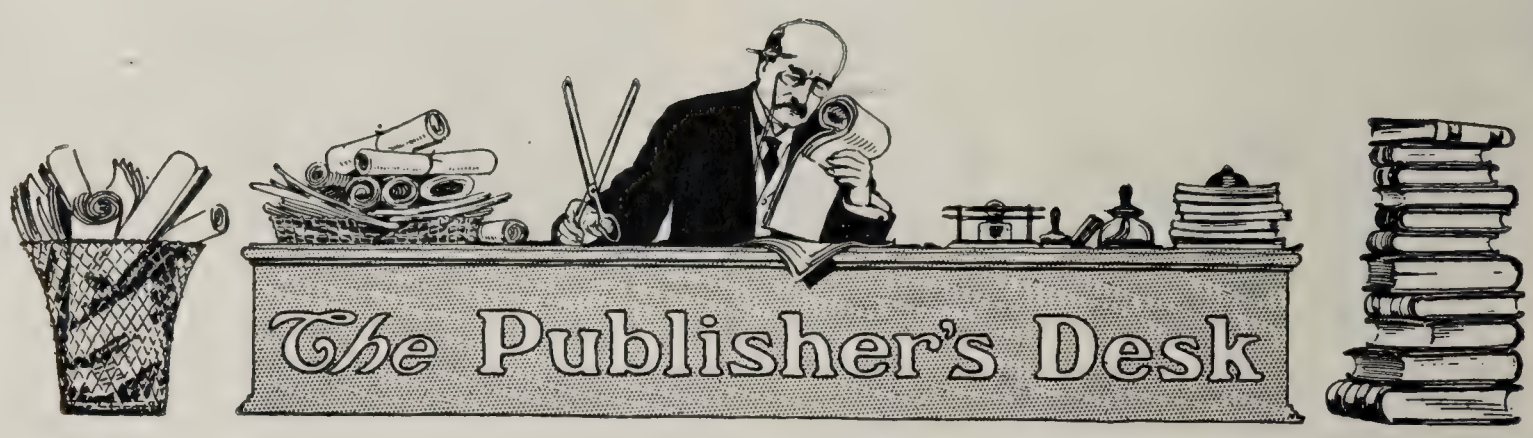
IF YOU HAVE ANY ARTICLE YOU WANT TO SELL TO BUSINESS PEOPLE, THERE IS NO BETTER MEDIUM ANYWHERE THAN AN EXHIBIT AT THIS SHOW. OVER 100 PROGRESSIVE MANUFACTURERS HAVE ALREADY ARRANGED TO PUT THEIR PRODUCTS BEFORE THE 200,000 INTERESTED PERSONS WHO WILL ATTEND THIS SHOW FROM ALL PARTS OF THE CONTINENT. ARE YOU GOING TO BE ON HAND TO SECURE A SHARE OF THIS BUSINESS? NOW IS THE TIME TO ACT. WHAT LITTLE SPACE REMAINS IS GOING RAPIDLY. YOU HAD BETTER WRITE TODAY—NOW. DON'T LET YOUR COMPETITORS HAVE IT ALL.

Further particulars from

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The Business Man's Magazine

AND

The Book-Keeper

ONE DOLLAR PER YEAR IN ADVANCE.

An illustrated magazine devoted to business systems, including book-keeping, accounting, auditing, stenography, salesmanship, advertising, manufacturing, credits, collections, short cuts, etc., etc.

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LONDON, ENGLAND, 231-232 Strand.

VOL. XIX SEPTEMBER, 1906 No. III

Retail Merchants.

We have secured the services of some of the best known and most successful retail merchants in the country to assist in making THE BUSINESS MAN'S MAGAZINE more and more interesting to this class of our readers. These men will give the cream of their own experience and observation on getting trade, handling it, and keeping it. These are going to be among the most valuable and helpful articles ever published. Watch for them.

Where Can One Buy—

Our readers have always been in the habit of asking us where they can obtain any article appertaining to business which they have chanced to want. These questions we can usually answer "off hand" but once in a while we get a "sticker." Hereafter we shall ask our readers to help us out on these.

This time it is "school furniture." A reader wants to buy "outside the combination." Can it be done?

No More Trial Balances.

Last month we mentioned a new book then in process of completion, "The Abolition of The Trial Balance." This work is now ready ($2) and the book-keeper who wants to get rid of that nightmare, the trial balance, can find here the means of doing so. Heretofore this method has been a professional secret among a few public accountants but we believe in dividing up on a good thing.

W. H. Leopold, Grand K. R. & S., K. of P., Savannah, Ga., says: "I have been a subscriber for more than 12 years and cannot afford to miss a number."

I find your magazine of much interest. I have gained a great deal of valuable information from it in the past two years.

W. W. GAMMAGE,
of Gammage & Sons, London, Ont.

Mr. Geo. Shiner, of Danzig, Germany, remits for 12 back issues and a current subscription to THE BUSINESS MAN'S MAGAZINE, and says: "I was formerly a subscriber to your magazine, and now come back as I know when I find a good thing."

Salesmanship on Paper.

The man who claims that real salesmanship—the sort which sells goods—cannot be put on paper ought to read "Sales Promotion." This work is the most practical and understandable book treating of this subject ever issued. There have been hundreds of books and articles written

$1 FOR A COMPLETE MAIL ORDER COURSE



Biggest Offer Ever Made. Nearly 900 pages of interesting, solid and instructive matter relating to every subject of ADVERTISING and the MAIL ORDER Business.

IF you are a business man, advertising student, mail order man, ad writer or connected in any way with advertising or the mail order business, send $1, and take advantage of this offer to-day.

Advertising, edited by Arthur E. Swett, has for its contributors the most brilliant and experienced advertising men in the world and every conceivable subject pertaining to advertisement writing, space buying, system, methods, etc., is discussed in a masterly manner at once interesting to the tyro and convincing to the most experienced advertisers—such as: The Chance for the Small Business, Striking while the iron is hot, Mailing Cards, The Value of Price in Advertising. Why booklets bring business, Doctors and Advertising, The Farmer, the Catalogue, Letters the mainstay of the Proposition, Saving Bank Business by Mail, Retail Advertising in the Country, How Country Merchants can draw trade, Employing an Ad Writer, The Advertising Writer and the man who pays him, Word of mouth advertising, How and why the Ad Writer gets business, Good Schemes and Bad ones, Continuous Advertising, Inactive Advertising Matter, etc., etc., and a mass of other interesting matter too numerous to mention. The man who is studying advertising by correspondence will be interested in **"The Letters of an Advertising Man to His Younger Brother,"** which discusses in a series of heart to heart talks the trials, difficulties and temptations that beset the young advertising writer in learning and following his profession. **"Principles of the Mail Order Business,"** the most complete, practical and comprehensive book on this branch of advertising ever published. This important subject has never before been fully treated in a special work of this kind. A complete synopsis of contents is impossible in the space alloted in this ad. but it covers every branch of the mail order business in **20 complete chapters, fully illustrated.**

Chapter I. Largely introductory. Shows the great possibilities of the mail order business. How manufacturers can market their goods by this method, either by selling to retailers, smaller mail order dealers, or direct to the public.

Chapter II. The standpoint of the small dealer. How to begin the business as a side line acquiring the necessary experience to go in deeper. Ready-print circulars and catalogs. How to keep records by the card index system. How to follow up inquiries.

Chapter III. The catalog business. How the profit is made. The evolution of a mail-order customer. How a customer is secured. The kind of ads that pull. Amount of money to spend in advertising. How to place it advantageously, etc.

Chapter IV. The follow-up system. Examples of follow-up letters that bring a large percentage of orders.

Chapter V. The class of goods for the man with limited capital. How to grow from cheap goods into a more pretentious class of articles. Examples.

Chapter VI. Selling goods through agents. The right method. Price and profit. Examples of good ads and letters.

Chapter VII. "Hints by the way." Practical experience of a concern that has succeeded where others failed. Three follow-up letters that will prove excellent models for many mail-order dealers.

Chapter VIII. The mail-order medicine business. Inquiries, and how to turn them into orders. The value of testimonials, and how to get them. The price and the profit. The value of a new idea, etc. Examples of good ads and letters.

Chapter IX. Selling medicines through agents. How to get agents and how to keep them. The literature. Selling on consignment and making collections. Three strong letters to agents. This is a long chapter—the subject is fully covered.

Chapter X. Giving satisfaction. Promptness in filling orders. Slack methods and where they lead. The keystone of a successful mail business.

Chapter XI. Legitimate schemes. How to make a big profit and still give satisfaction. Samples of scheme circulars and follow-up letters. An example of a good scheme is given.

Chapter XII. The trust or consignment scheme is gone into fully. The author has had wide experience in this class of business and speaks with full knowledge. The best class of articles and premiums are shown in the light of practical experience. Where to buy at lowest prices. How to get replies at the lowest possible figure. Delinquent creditors. How to keep the percentage of losses down. Examples of dunning letters. Do not go into the trust-scheme business without reading this chapter.

Chapter XIII. Advertising mediums. Importance of buying the right class of circulation. Value of the different monthlies. How to place your ad in papers that will pull

Chapter XIV. Typographical detail. How space is measured. Display ads. Reading matter ads. A flat rate. Classified ads. Position. How to send copy, etc.

Chapter XV. Postal pointers. What you ought to do and what you ought not to do. Postal regulations and infractions.

Chapter XVI. The future growth of the mail-order business. This class of trade constantly increasing. The impetus given the mail trade by the extension of the Rural Free Delivery. The cumulative results of circular mailing. How to strengthen a good first impression so that an order follows. This chapter shows the way to "key" your ads effectively.

Chapter XVII. "Miscellaneous Schemes." Matrimonial bureaus and their operation. The right class of advertising literature. Courses in hypnotism, and the immense profits realized. Palmistry, Astrology and Physical Culture are also given attention. How to start a successful book or subscription business by the mail-order method. The books that sell. Valuable points on guessing contests and puzzle offers.

Chapter XVIII. Gives exhaustive consideration to the question of Financial Advertising. How to get mail-orders for investment securities and speculative ventures on margin. Literature and methods. The best mediums to use. Brokers' advertising. The discretionary pool. Get-rich-quick schemes. Real estate advertising. Building and loan societies. Selling mining stocks. Follow-up letters, etc. Three model letters showing the right sort of argument to use.

Chapter XIX. This chapter gives a plan for working up a very profitable business. Small capital is required. Where to get goods that will sell. A number of valuable points for every beginner in the mail-order business

Chapter XX. Contains a number of letters of mail-order firms (names omitted) who were not succeeding as well as they should, or who had made absolute failures of the business. The reasons for the lack of success.

The Appendix contains the names of manufacturers and jobbers who supply mail-order men with goods, supplies and circulars needed in their business. Full addresses are given.

This book is a mine to all mail order men and other business men who wish to extend their business. It will give you the requisite knowledge to enter the business intelligently, and with prospect of success. You will receive this book and a year's subscription to Advertising (12 numbers, 2 volumes.)

SEND $1 TO-DAY and take advantage of this great offer, which contains the biggest dollar's worth of advertising instruction advice and information ever offered.

ARTHUR E. SWETT, Royal Insurance Building, Dept. 9, CHICAGO

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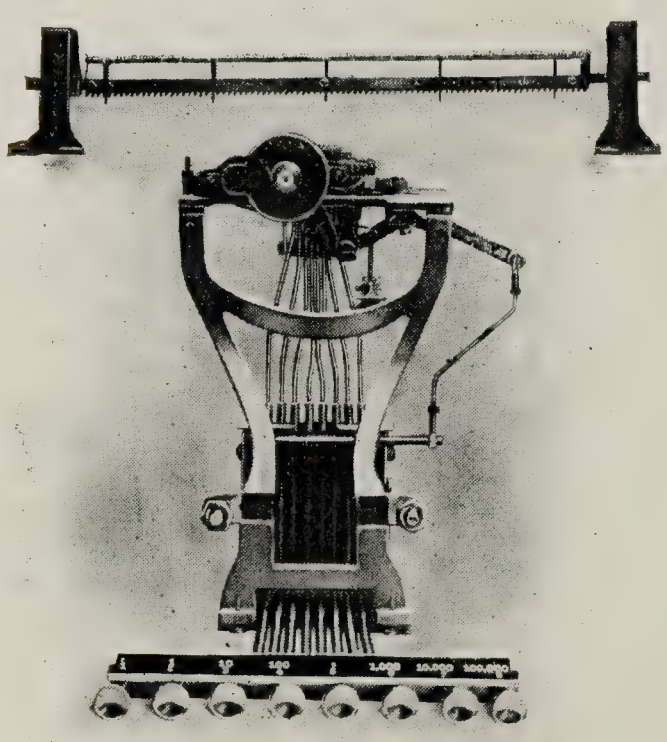
about the psychological and esoteric aspects of selling but they are of little help to the man who wants to sell goods instead of forming theories. Theories are all right as far as they go, but they will not line your pockets. The book sells for $2.

Of Great Benefit.

Mr. Thomas L. Berry, C. P. A., in the Fidelity Bldg., Baltimore, Md., says in renewing his subscription: "I inclose $1 for the renewal of my subscription to your magazine. It has been of great benefit to me and I esteem it very highly."

Recent Inventions of Merit.

A new tabulator and governor attachment for typewriters has recently been placed on the market, which is considered



one of the most perfect devices of its kind ever produced.

It does, automatically, in one second what requires from 15 to 20 seconds' time under the old method of trying to figure out the position on the scale and setting the carriage pointer so that dollars will line up under dollars and cents under cents, etc.

One Insertion Pulls for Five Years.

Once upon a time a certain letter cabinet was advertised in our magazine. The last advertisement was printed five years ago. At that time the manufacturer quit advertising because he had enough money and wanted to get out of business. His hope was vain for orders kept coming in. Perhaps they never will stop for the Henry Basch Co., of Chicago, ordered a cabinet a few days ago accompanying the order with a page ad torn from the five-year-old magazine. It looks as though readers of THE BUSINESS MAN'S MAGAZINE were in the habit of keeping their copies.

Appreciated on the Other Side of the World.

I take much pleasure in renewing my subscription. I can safely say that I get a good dollar's worth from each issue.

J. C. YEWDALL,
Brunswick, Australia.

A Business Opportunity.

R. J. Watson, Esq., controller of office systems for the government of Bengal, Calcutta, India, is reorganizing the government offices of India and in connection therewith is desirous of introducing both into government and private offices some of the modern time saving devices in use in this country. To this end Mr. Watson is prepared to consider any and all such devices with a view to their recommendation and adoption. Samples, instructions, prices and so on should be sent as follows:

R. J. WATSON,
Controller of Office Systems,
Calcutta,
Bengal, India.

Corporation Accounting and Corporation Law—A Manual of Corporate Organization and Management, by J. J. Rohill, C. P. A. Cloth, 445 pages; price, $3.

This new edition contains a large amount of information which will be found of value to the student of corporation accounting and corporation law. The work is reissued under the approval and patronage of the California Society of Certified Public Accountants and contains specimen examination questions and acceptable answers authorized by that society.

The principal special features of the book are—an epitome of corporation law as enacted in the various states--the organization and objects of "Holding" companies, or amalgamations, and how far such organizations are legal—the opening of corporation books under varying circumstances and conditions—the treatment of bonds and corporation stock.

This publication has its special field and we are pleased to be able to highly recommend it to our subscribers.

Worth More Than the Cost.

"I highly appreciate the Individual Home Study Course in Higher Accounting, and will be pleased to recommend it to any one, as I am sure it is worth far more to any accountant than the cost."

A. P. GIBBON, Woodstock, Ont.

COMFORT and health are destroyed and life endangered through breathing impure air, poisoned with smoke, dust and gases from old-fashioned top-feed furnaces and stoves. Besides absolutely guaranteeing to you the *purest*, *cleanest* and *healthiest heat* obtainable at any price, the



Peck-Williamson Underfeed Furnace

Will Save You 1-2 to 2-3 on Coal Bills

You get dividends in health as well as in dollars. Smoke, gases, soot and dirt cannot escape from the Underfeed. Entirely consumed by fire which *burns on top*, these *waste-elements* in Top-feeds are turned into *heat units* in our **Underfeed.**



An eminent physician, Dr. H. E. Ramsey, of Allegheny, Pa., gives the Underfeed *a clean bill of health.* He recently wrote us:

"I installed one of your Underfeed Furnaces last Fall. We have ten registers heating that many rooms. I purchased 300 bushels of slack at 6c. per bushel, and have about 50 bushels left. I think the UNDERFEED is the best furnace on the market and very clean and economical. Two of my neighbors with their expensive hot water systems used four times the quantity of fuel I did in dollars and cents, and nearly always had a volume of smoke equal to a small rolling mill coming out of their chimneys. I like the Peck-Williamson UNDERFEED all right."

Mind you, this is only *one* of hundreds of testimonials. We'd like to send you a lot of them, with the illustrated UNDERFEED booklet, full of Furnace facts. Heating plans and services of our Engineering Department are yours—absolutely FREE. Write to-day. Please give name of local dealer with whom you prefer to deal.

THE PECK-WILLIAMSON CO., 399 W. Fifth St., CINCINNATI, OHIO.

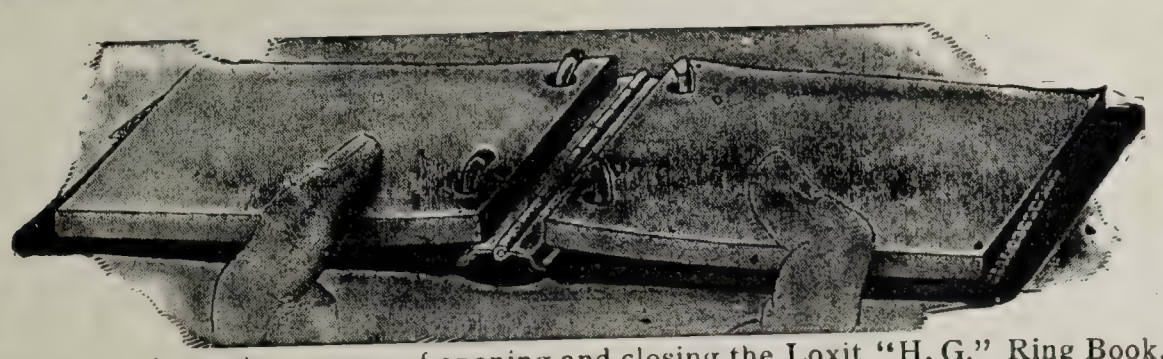
Dealers are Invited to Write for Our Attractive Autumn Proposition.

Do You Use a Ring Book?

See the Wide Opening of Rings.

The LOXIT Opens Wider than any other Ring Book.

The LOXIT has a Stronger Spring than any other Ring Book.



The LOXIT Stays Closed Until you Open it.

Made in Any Length with 1 inch, 1¼ inch or 1½ inch diameter Rings.

This cut shows the manner of opening and closing the Loxit "H. G." Ring Book.

STOCK SIZES AND PRICES OF THE "H. G." RING BOOKS.

Full bound in flexible covers, Black Seal Grain Leather.

No.	Size of Sheet	Dia. of Ring Outside.	Center to Center.	No. of Rings	Price Cover Only	Sheets per 100	Indexes Per Set.
63	3¼ x 6	1 in.	1¾ in.	2	$1 25	.25	.30
64	3¾ x 7	1 "	2¼ "	2	1 45	.30	.30
65	5 x 7⅛	1 "	3 "	2	1 45	.35	.35
66	6 x 4½	1 "	4 "	2	1 60	.35	.35
67	7⅛ x 5	1 "	5⅝ "	3	1 75	.40	.40
68	8⅞ x 6	1 "	6⅞ "	3	2 10	.45	.45
69	10 x 8	1 "	7¾ "	3	2 25	.50	.50

Special Setting (of center to center) of rings to fit your sheet made to order. Send us a sheet and we will name you a price—discounts on quantity.

Write for Catalogue of our Full Line of Loose Leaf Ledgers, Transfers, Automatic Binders, etc., with prices.

THE LOXIT LOOSE LEAF COMPANY, 515-523 Main St., Cincinnati, Ohio

BEEF KILLING REPORT FOR 190

DELIVERIES TO OTHER DEPARTMENTS.

PRODUCT	PIECES	GROSS OR HOT WEIGHT	SHRINK WEIGHT	NET WEIGHTS
S. P. BEEF DEPT.				
Tongues, Canner				
" Shl. Cut				
" New York				
Beef Hearts				
Ox Tails				
" Lips				
Calf Hearts				
" Tongues				
SAUSAGE DEPT.				
Cheek Meat				
Weasand Meat				
Gullet "				
Heart Trimmings				
FROZEN MEAT DEPT.				
Beef Livers				
" Sweetbreads				
Calf Livers				
" Heads				
" Feet				
" Sweetbreads				
Ox Tails				
BEEF CUT DEPT.				
Beef Brains				
" Sweetbreads				
" Livers				
Ox Tails				
Calf Livers				
" Sweetbreads				
CANNING DEPT.				
Sweetbreads				
Rennets				
PHARMA. DEPT. PEPSIN DIVISION				
Liver Sweetbreads				

PRODUCT	PIECES	GROSS OR HOT WEIGHT	SHRINK WEIGHT	NET WEIGHTS
CRUDE EXT. DEPT.				
Melts				
GLUE DEPT.				
Sinews				
BONE DEPT.				
Horns				
HIDE DEPT				
Switches				
Reg. Slunks				
Hairless Slunks				
CASING DEPT. BEEF DIVISION				
Tripe				

FOLLOWING PRODUCTS ARE CHARGED AT AN ARBITRARY AMOUNT PER HEAD. THE NUMBER KILLED SHOULD BE SHOWN AS INDICATED.

PRODUCT	NUMBER	NOTATION
BONE DEPT.		
Hoofs		Incl. Cond.
Shanks		" "
CRUDE EXT. DEPT.		
Heads		Less Cond. Heads
BEEF CASING DIVISION		
Casings		Less Cond.
GLUE DEPT.		
Neatsfoot Stock		Incl. Cond.
FERTILIZER DEPT.		
Reg. Kill		Incl. Cond.
Blood		" "
DED. BEEF TO FERTILIZER		
Condemned		
Dead		
Credit		
TANK DEPT.		
Service on Cattle		
" " Calves		

LIVE CATTLE ACCOUNT

Total Number Cattle Consumed (including Dead and Cond.)
Number Cattle Condemned Weight lbs.
" " Dead " "

Total Number Calves Consumed (including Dead and Cond.)
Number Calves Condemned Weight lbs.
Number Calves Dead " "

DETAIL OF CONDEMNED			DETAIL OF DEAD		
NO.	LOT	WEIGHT	NO.	LOT	WEIGHT

PRODUCT	PIECES	WEIGHT	YIELD
RENDERING DEPT			
No. Cattle Killed (Including Cond.)			
No. Calves Killed (Including Cond.)			
Tripe			
Tails			
Livers			
Heads			
DRESSED BEEF TO RENDERING DEPT			
Cond. Cattle			
Dead "			
Cond Calves			
Dead "			

PRODUCT	WEIGHT	PRICE	VALUE

(Continued from Page 90.)

FORM 10

365 SHAVES WITHOUT STROPPING

A Daily Shave for a Year for Less Than 2c. a Week

An actual fact proved by nearly ONE MILLION satisfied users of the Gillette Safety Razor, who find it a great SAVER and the GREATEST SHAVER.

Denver, Colo., May 15, 1906.

GILLETTE SALES CO.,

Gentlemen—I am glad to be an enthusiastic user of your razor. The twenty blades have given me over 540 shaves, and I have had the pleasure of creating about seven pleased new users of your razor. (Name furnished on application.)

THOUSANDS OF SIMILAR LETTERS ON FILE.

With each razor are 12 double-edged blades, each blade good for an average of more than 20 shaves. **No Stropping, No Honing; Always Sharp.** When dulled, insert a new blade. New blades 5 cents each.

Sold in Drug, Hardware and Cutlery stores everywhere. If your dealer won't supply you order direct.

PRICES:—Triple silver-plated set with 12 blades, **$5;** Standard combination set with Shaving Brush and Soap in triple silver-plated holders, **$7.50.** 10 double-edged blades, **50c.**

Illustrated booklet and details of our Special Trial Offer mailed free.

Gillette Sales Company, 216 Times Bldg., New York.



Actual size of GILLETTE SAFETY RAZOR ready for use

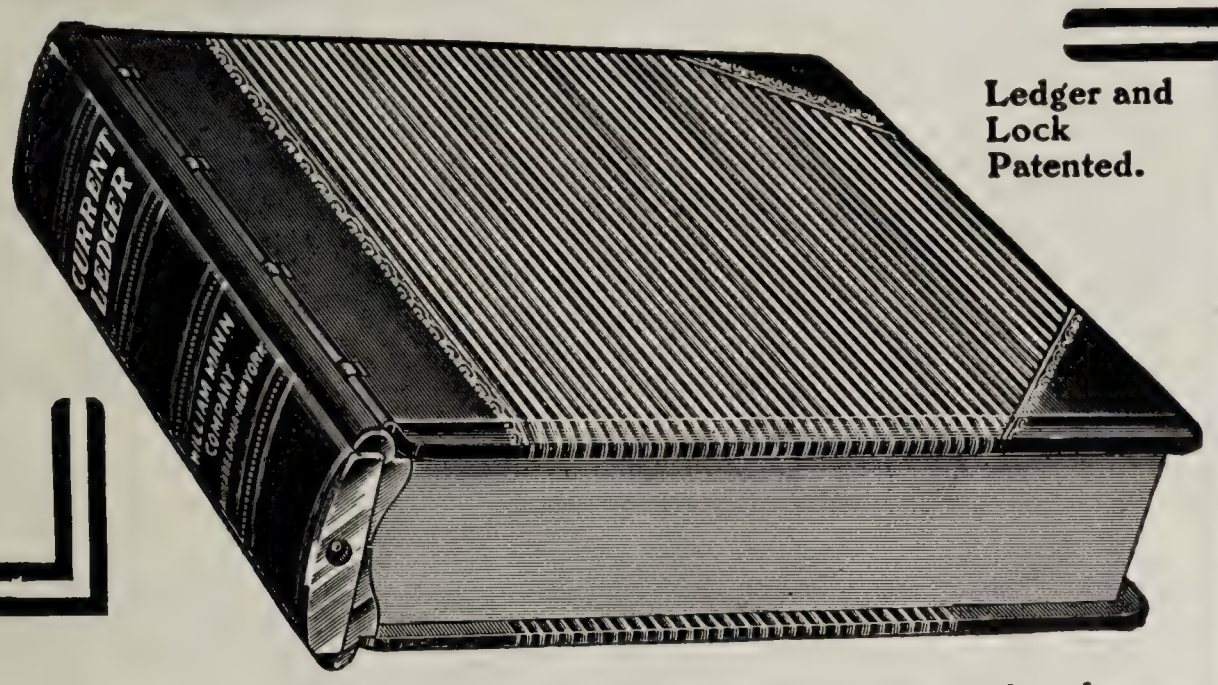
Triple Silver Plated



Gillette Safety Razor

NO STROPPING, NO HONING.

The Mann Ledger



Ledger and Lock Patented.

Interchangeable Leaves.

Those who have been deterred from using Loose Leaf Ledgers from fear that leaves would be manipulated, are now enabled to install a Mann Ledger with a Yale Lock, rendering it absolutely proof against manipulation. The mechanisms of Lock and Binder are operated by one key.

Our Sectional Post Transfer Binder, Current Holder, and Deprima Flat Opening Leaf, complete an outfit which is high grade in every respect. Write for Illustrated Catalog.

We are owners and manufacturers of Leslie Binders and Leaves.

WILLIAM MANN COMPANY

Blank Book Makers, Stationers, Printers and Lithographers. Manufacturers of Copying Books and Papers and Loose Leaf Devices.

59-61 Maiden Lane, New York. 529 Market St., Philadelphia, Pa.

BEEF CUTTING REPORT FOR 190 CONSECUTIVE NO.

DELIVERIES OF PRODUCTS TO OTHER DEPARTMENTS.

PRODUCT	PIECES	GROSS WEIGHT	SHRINK %	SHRINK WEIGHT	NET WEIGHT
BEEF CUT DEPT.					
"S" No. 1 Nat. Steers					
Loins					
Short Loins					
" "					
Loin Ends					
Rounds					
Long Rounds					
Flanks					
Flank Steaks					
Ribs					
Reg. Chucks					
N.Y.					
Plates					
Shanks					
Kidneys					
"T" Med. Nat. Steers					
Loins					
Short Loins					
and etc.					
"V" West Steers					
Loins					
Short Loins					
and etc.					

PRODUCT	PIECES	GROSS WEIGHT	SHRINK %	SHRINK WEIGHT	NET WEIGHT
BEEF CUT DEPT.					
"W" Texas Steers					
Loins					
Short Loins					
Loin Ends					
Rounds					
Long Rounds					
Flanks					
Flank Steaks					
Ribs					
Reg. Chucks					
N.Y.					
Plates					
Shanks					
Kidneys					
"X" No. 1 Cows and Heifers					
Loins					
Short Loins					
and etc.					
"Y" No. 2 Cows and Heifers					
Loins					
Short Loins					
and etc.					

PRODUCT	PIECES	WEIGHT	YIELD
RENDERING DEPARTMENT			
Small Bones (for Tallow)			
Bone Dept. Bones (for Tallow)			
Rough Tallow			
CANNING DEPARTMENT TO RENDERING DEPARTMENT			
Roast Beef (Grease)			
— OLEO DEPARTMENT TO RENDERING DEP'T			
Kidney Fat (Residue)			

PRODUCT	WEIGHT	PRICE	VALUE

PRODUCT	PIECES	GROSS WEIGHT	SHRINK %	SHRINK WEIGHT	NETWEIGHT
S.P. Beef Dept.					
Canning Meat					
CANNING DEPT.					
Roast Beef					
SAUSAGE DEPT.					
Trimmings					
CRUDE EXT. DEPT.					
Bones (for Extract)					
BONE DEPT.					
Bones					
OLEO. DEPT.					
Kidney Fat					
FROZEN MEAT DEPT.					
CANNING DEPT TO CRUDE EXT. DEPT.					
from Roast Beef					

MEMORANDUM OF CATTLE CUT

GRADE	NUMBER	WEIGHT
"S"		
"T"		
"V"		
"W"		
"X"		
"Y"		
Total		

DELIVERIES OF CUT

DEPARTMENT	WEIGHT
Beef Cut	
S.P. Beef	
Canning	
Sausage	
Crude Extract	
Bone	
Oleo	
Frozen Meat	
Rendering	
Total	
Loss in Cutting	lbs %
Gain . .	lbs %

FORM 11

"GUNN" DESKS
FILING DEVICES



YOU DON'T GET DONE WHEN YOU BUY A GUNN

No. 400

Our New 400 Desk Series

No. 400 (like cut) has deep drawers arranged with vertical filing equipment card index drawer with cards. The **Gunn Patent** drop front pigeon hole box, **exclusive with Gunn Desks.** The writing bed is not broken by typewriter, which disappears in a dust proof compartment.

Desk 401 same as 400 except it has no typewriter shelf—the left pedestal is all drawers.

Desk 402 same as 400—in flat top.

Desk 403 same as 401—in flat top.

All in fine quarter sawed oak, hand rubbed, highly polished.

Gunn Desks

are made in 250 different styles, in all woods and finishes to suit every business. They are all fitted with the famous drop-front pigeon hole boxes and many special and practical features which makes the Gunn the most satisfactory desk. If you want an **up-to-date** office desk of any description and the best posssible value for your money, Buy a Gunn; at least send for free catalogue of Gunn Desks and Filing Devices.

Gunn Desks and Filing Devices are sold by all leading retailers or shipped direct from factory.

Our reference--The User--The Man with a Gunn
Awarded Gold Medal Worlds Fair at St. Louis

GUNN FURNITURE CO. Grand Rapids Michigan

Mfrs. Gunn Sectional Book-cases

The

ROTAMATIC LOOSE LEAF BOOK

Makes an admirable holder for ***mounted drawings, photographs, advertisements*** or ***samples*** for office or salesmen's use.

It keeps them clean, convenient and attractive for display purposes. Samples mounted on heavy paper or card-board can be carried and handled without danger of buckling or getting out of shape. All or any part of the contents can be removed, replaced, or re-arranged instantly. A ***quarter-turn*** of the key attached to the book opens or closes all the arches simultaneously. The mechanism is strong, compact and simple. No springs, ratchets, or screw rods. Sheets are held in ***absolute security.***

The Rotamatic is made in any binding and with either 1½" or 2" capacity, furnished with handles attached if required. Index division sheets with leather tabs bearing alphabetical, numerical, or other designation of contents, made to order.

Our Goods are Sold by Stationers Everywhere

Catalogue of Loose Leaf Books containing illustrations, descriptions, and prices of both stock and special sizes in all bindings of the only complete line of loose leaf devices made under one roof sent on request.

SIEBER & TRUSSELL MFG. COMPANY

4004 Laclede Ave., St. Louis

Everything in Loose Leaf from Ledger to Memo Books

L

bought here for some other plant, and which is shipped alive to that plant. It may be checked with the loading record of the stock yards company and the scale tickets, as well as the count of our own driver.

The "Net Killed" column is intended to show the number of animals killed which are competent to pass the government inspection and which are passed into the dressed carcass account.

The "Dead" column is to show the number of animals which have died (of fright) before reaching the slaughter house.

The "Condemned" column is intended to show the number of animals killed which are not competent to pass the government inspection, and which are ordered destroyed by the government inspectors. They accordingly do not enter into the dressed carcass account, unless perchance the inspector after mature deliberation releases them from his control, in which case they are taken into account in the dressed carcass account in the column "Released."

The "Loss" column is the opposite of the "Gain" column and is used to adjust any difference in count that may occur.

The second division, "Dressed Carcass Account," takes up the record of the carcasses as they pass from the killing floor to the chill rooms. As is the case with all department reports it starts with the "On Hand Day Before." The "Released" column is explained in a preceding paragraph. The "From Killing" column explains itself, the number being taken from the "Net Killed" column in the first division.

"The "Produced" column is used to show the opposite of "Converted" on the other side of the form. For example, all carcasses are passed into this account as being whole carcasses and an order may be received to ship a half or a quarter of a carcass; the carcass is then broken up, being shown in the "Converted" column. The pieces thus made are taken into account in the "Produced" column, thus making it possible to show exactly the shipment and the balance on hand whether it is in whole carcasses or not.

The "Returned" column is to show any goods returned by customers and must check the record of the receiving department and its report to the claim department, which report must be attached to this one.

"Shipped" is to cover shipments actually made to customers and is checked by the main office stock clerk with a recapitulation of the shipments which he has made from the shipping papers, independent of any department report. It is probably unnecessary to add that any differences in the shipments are promptly located and the report properly corrected.

"Agency Deliveries" covers the delivery of goods to other departments which remain the property of this department, but which are taken up in the reports of the receiving department. For example, let us say that all sales of carcass beef are credited to the dressed beef department, regardless of what department makes the shipments. Now supposing the jobbing department applies for two carcasses for shipment, they will be shown in the "Agency Delivery" of the "Dressed Carcass" account, and the "Agency Receipt" column of the "Jobbing Room" account. This manner of handling these deliveries is used in order to facilitate the operating end without destroying the integrity of the accounting end.

"Miscellaneous Transfers" covers movement of product to other departments, which are charged to them on a regular department transfer, and thus become the property of the receiving department. In this instance it represents deliveries to the wholesale market only.

"Transfers Cutting" covers transfers to the cutting room and must balance the number of carcasses taken up in the cutting room's report on Forms 11 and 12.

"Converted" is fully explained in the paragraph on "Produced."

The third division, or "Jobbing Room" account is similar in operation to the preceding division and needs no special explanation.

Form 10 shows the movement of all product from the beef killing department except the carcasses, which are shown on Form 9, and the hides, which are charged to the hide department on the basis of the number of animals killed. On account of the weights shown being made while the product is hot it is necessary to provide for the natural shrinkage that occurs with the cooling of the different products, hence the "Shrinkage" column. This form is a combination of stock report and department transfer, and will be fully explained from a transfer standpoint in an article entitled "Packing House Department Accounting, as between Operating Departments."

A Guide to Better Pay



THE hard-worked, the over-worked, the well-paid, the under-paid, it doesn't matter what you are or where you are. These little booklets are a message to you. They tell the story of hard work made easy in the office, the factory, the store and the counting house; of worries banished, of shortened hours—surely a story interesting to any clerk anywhere. They have spelled advancement and success, more money, good health to many a clerk. They are more than an advertisement—they are an education. Let any clerk ask himself if he is on the wrong track in looking for a better way to do his work. Let him read these books; they will help to set him right. They will show him the way out into the land where overtime is unknown, figures' worry is no more and work is a pleasure. Read them and see if they aren't worth a penny, a bit of wit and a moment of your time. Remember that "success in life doesn't come from holding a good hand, but in playing a poor hand well." These books show how to play some poor hands well.

BURROUGHS ADDING MACHINE COMPANY

82 AMSTERDAM STREET, DETROIT, MICHIGAN, U. S. A.

PORK CUT DEPARTMENT DAILY REPORT

SOUTH OMAHA, 190

FRESH CUTS ACCOUNT.

ARTICLE	ON HAND DAY BEFORE	CUTTING	TRANSFERS	PURCHAS'D	RETURNS	TOTAL RECEIPTS	SHIPPED	TRANSFERS	AGENCY DELIVERIES	SENT TO FREEZER	TOTAL CREDIT	ON HAND TOTAL	ON HAND SEC ____	ON HAND SEC ____	ON HAND SEC ____	VARIATION LOSS	VARIATION GAIN
Pork Loins																	
Skinned Shoulders																	
Tenderloins																	
H. S. Butts																	
Bost Butts																	
Spa Ribs																	
Neck Bones																	
Reg. Bellies																	
Boss Hams																	
Rex "																	
Tails																	
Ears																	
Snouts																	
Heads																	
Plucks																	
Kidneys																	

FREEZER ACCOUNT.

ARTICLE	ON HAND DAY BEFORE	CUTTING	FROM ABOVE	TRANSF'S	RETURNS	TOTAL RECEIPTS	SHIPPED	TRANSFER			TOTAL CREDIT	ON HAND TOTAL	ON HAND SEC ____	ON HAND SEC ____	ON HAND SEC ____	VARIATION LOSS	VARIATION GAIN
Pork Loins																	
B. H. Butts																	
Kidneys																	
Tenderloins																	
Pigs																	

FORM 12



HAIR



Guarantee Backed by the Bank

The EVANS VACUUM CAP is simply a mechanical means of obtaining a free and normal circulation of blood in the scalp, and the blood contains the only properties that can maintain life in the hair and induce it to grow.

If the Evans Vacuum Cap gives the scalp a healthy glow and produces a pleasant, tingling sensation, then the normal condition of the scalp can be restored and a three or four minutes use of the Cap each day thereafter will, within a reasonable time, develop a natural and permanent growth of hair. The Vacuum method is what might be described as a vigorous massage without the rubbing, and there are no drugs or irritants employed.

RESULTS

"When I buy a thing and get my money's worth I don't hesitate to say so. I purchased from you, five months ago, an Evans Vacuum Cap, and it has given me the very best of satisfaction and has accomplished all you claimed and more. My case was obstinate at first, but by persistent effort in the use of the Cap I am fully satisfied with results. To my mind it is the only rational manner of treating the scalp to put it into a thoroughly healthy condition and I have made quite a study of the matter. You are quite at liberty to refer any prospective customers in this section to me, either personally or by letter, but I do not wish this letter used as a published testimonial."

"I would like to report my progress with your Cap and will say that it has loosened up my scalp very much, but I find that my hair still falls some and wish to ask for further advice. The Cap has started a new growth of hair, but I find that the new hair comes out after growing from one to two inches in length. I enclose a few hairs and you will please notice that they are a new growth. Is it that the follicles will produce two or three growths before they become healthy? Now I suppose that your treatment will take some time to get the hair in a healthy condition, as my scalp has been so tight for some years. Would like to hear from you on the subject."

"After thirty days' use of your Vacuum Cap the fuzz on my head has started to grow. I had been losing my hair for over twelve years and my scalp was very tight, but now it is quite loose and I move it back and forth. Is there any way to keep the Cap from coming down in front? That is the only thing that bothers me. I have written to the Jefferson Bank instructing them to give you my deposit. There has been a few gentlemen here watching the trial of the Cap and I think you will now receive more orders from this place."

"I have just received the chair clamp and letter of advice, for which accept my thanks. Will state that I have now been using the Cap for a little more than a month and am convinced that it is indeed a blessing to a man who really values his hair. I paid $50.00 to a New York Specialist whose treatment failed to stop my hair from falling out, and which your apparatus has accomplished in a reasonably short time. The price you charge for the Cap is out of proportion to the benefits received and in fact I look upon it more as a gift than a purchase."

"I believe that any man whose blood is in good condition can cultivate a healthy and complete growth of hair. I had been losing my hair for about ten years and there was a bare space about three inches wide extending from front to the back part of my head. I saw the advertisement of the Evans Vacuum Cap in Munsey's Magazine some time ago and the logic of the argument appealed to me. I cut the advertisement out and carried it in my pocket knowing that I would be in St. Louis at the World's Fair in charge of my Automobile Spring Exhibit, which was recently awarded a gold medal. I have now used the Cap for a little over three months and my photograph herewith will show you the results I have obtained. I mailed this photograph home to my wife in Boston, and her surprise at noting the growth of hair on my head will perhaps be appreciated by quoting from her letter: 'Your picture came in this morning, but how strange it seems. Are you wearing a wig or has the Cap really made your hair grow again?' Although I appreciate the honor of getting the gold medal on my own invention, yet I am frank to say that I have derived more satisfaction from having my hair restored than receiving the medal. My success with the Cap has been so pronounced that it has led to quite a number of sales among others who were watching my progress."

"I have been using your Vacuum Cap for eight weeks, and am pleased with the results. I hereby authorize the Jefferson Bank, of St. Louis, to pay you the amount deposited with them for the Cap sent me. Although there was no bald spot, the hair on the top of my head was quite thin and has been steadily growing thinner for several years. This condition was evidently due to failing nourishment of the scalp, as the scalp was otherwise perfectly healthy. I now have a new growth of hair averaging about one inch in length over the thin area, and if the improvement continues, as I expect it to, you will doubtless receive other orders from my acquaintances here in Oakland."

"The new Cap that you sent me arrived safely, and while I have only had about ten days' use of it, yet my friends already have noticed an improvement in the appearance of my hair and I am glad you exchanged the Cap as I believe it is going to give excellent satisfaction. There is one question I would like to ask—is there any part of the pump which requires oiling? Your explanation of delay is entirely satisfactory. It may be that my haste in the matter was somewhat undignified, but you doubtless know that a man who is losing his hair and losing it fast, sometimes gets nervous over the fact."

"I purchased one of your Caps a few months ago and am pleased with results I am getting. I perspire freely and this seems to have the effect of rotting the rubber band. Can you send me a new one by mail? My hair had been falling out for over fifteen years, during which time I have tried practically every supposed remedy with absolutely no result (except injurious), but thanks to your Cap, the fuzz on my head has developed into hair."

The names and addresses of the writers of the above letters are omitted, and very properly so, but we have no objections to sending copies of the originals, together with the names and addresses, to any one interested, for private use. It will be understood by every reader that many of those who have used the Evans Vacuum Cap with the very best results are persons of prominence and position and standing, who could not, under any circumstances, permit their names and photographs to appear publicly in connection with any such personal announcement. They have no objection, however, to our using them by correspondence.

The Evans Vacuum Cap is furnished on 60 days' trial and under guarantee issued by the Jefferson Bank, of St. Louis, and any bank or banker will testify as to the validity of this guarantee. We have no agents, and no one is authorized to sell, offer for sale or receive money for the Evans Vacuum Cap—all orders come through the Jefferson Bank. Let us send you a book which explains the possibilities of the invention, and also evidence of the results it has achieved. This book is sent free on request and we prepay postage in full.

EVANS VACUUM CAP CO., 933 Fullerton Bldg., Saint Louis, U. S. A.

Please mention The Business Man's Magazine when writing to advertisers.

Article_____

Ordered		Received		Used		On Hand, in Sections				
Date	Quantity	Date	Quantity	Date	Quantity	Total				

Form 14

It might be well, however, to explain the charge to the rendering department, the first two items of which covers a fixed charge for grease from the sewer catch basins, etc., which is based on an actual test made at stated intervals. The otner items are charged to the rendering department on basis of what they yield in rendered product, as being the most practical way to arrive at their real worth.

Forms 11 and 12 cover the movement of product from the cutting room to other departments. It is also a combination of stock report and department transfer. The cuts of the different grades of animals are expressed separately in order that they may be intelligently priced and charged and the number of head and the weight accounted for on these reports must agree with the items shown on Form 9.

In former years it was the custom for the stock reports of the different departments to show only the "Into Stock" and "Out of Stock" movements, and the balance on hand. When it became necessary to check the report of any department, the main office was compelled to recapitulate all items of receipts and disbursements in order to do it, and in case of a difference considerable tedious checking was necessary to locate it. This is overcome by the reports now in service, as each department shows separately the items of receipts and disbursements under the different heads as explained in Form 9.

The daily reports of the different departments come to the main office stock clerk with all contingent reports attached. For example, Form 14 is sent in each day with the auditor's report of purchases received, the claim department's report of returned goods, the department transfers, both in and out, and the report of conversions, etc., attached, thus enabling a complete and easy check. After the reports attached have been checked and initialed by the main office stock clerk they are sent to the proper departments. The shipments are then checked against the main office recapitulation and the figures verified for clerical er-

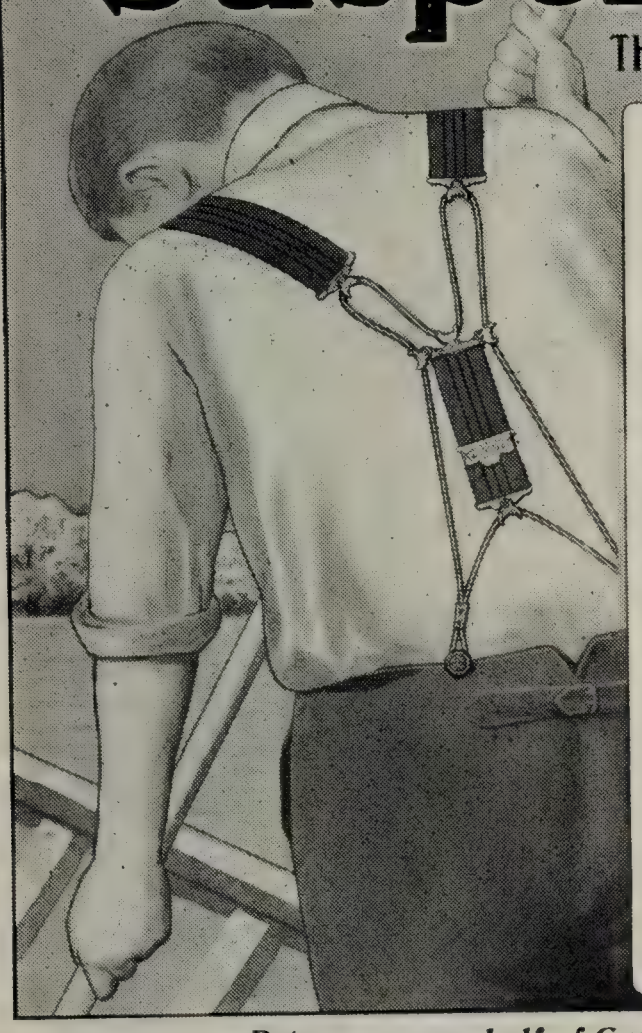
NEW STOCK._____

Ordered		Bal. Due	Received		Delivered		On Hand					
Date	Quantity	Quantity	Date	Quantity	Date	Quantity	Total	Sec.___	Sec.___	Sec.___	Sec.___	Sec.___

Form 15

President Suspenders

THEY MOVE – NONE SO EASY



Things to Think About

Note here how the back slides when the shoulder is raised. Bend, lift or reach, and the movable back quickly and smoothly slides with you. There's no shoulder pressure and the trousers stay smooth.

Leather ends, as you know, run unevenly, thick and thin, and vary in strength. That's why one end gives out before another. The **President** braided cord ends are the strongest suspender ends made.

The little front unhitching clasps on **President Suspenders** add to the service. They're convenient, secure, strong and simple.

Ask your dealer to allow you to try on **Presidents** before you pay for another pair of the other kind. If you do so you'll buy **Presidents.**

Light and Medium Weight
50c. and $1.00

If your dealer has none, buy of us. We will return your money if you don't like them.

Suspenders and Garters in combination box
75 cents.

THE C. A. EDGARTON MFG. CO.
505 Main St., Shirley, Mass.

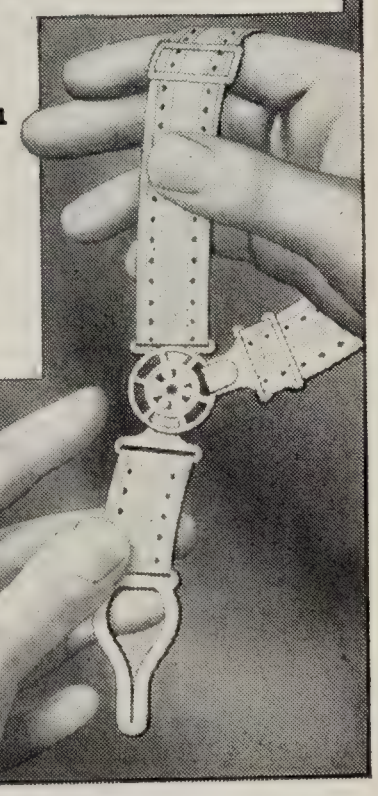
Ball Bearing Garters

See here how the separate sockhold swings on a Ball Bearing Swivel. Being independent, the strain on the leg band is relieved, and the socks are held fast and smooth. No binding or looseness.

Get a pair : : 25 cents

If your dealer has none, buy of us.

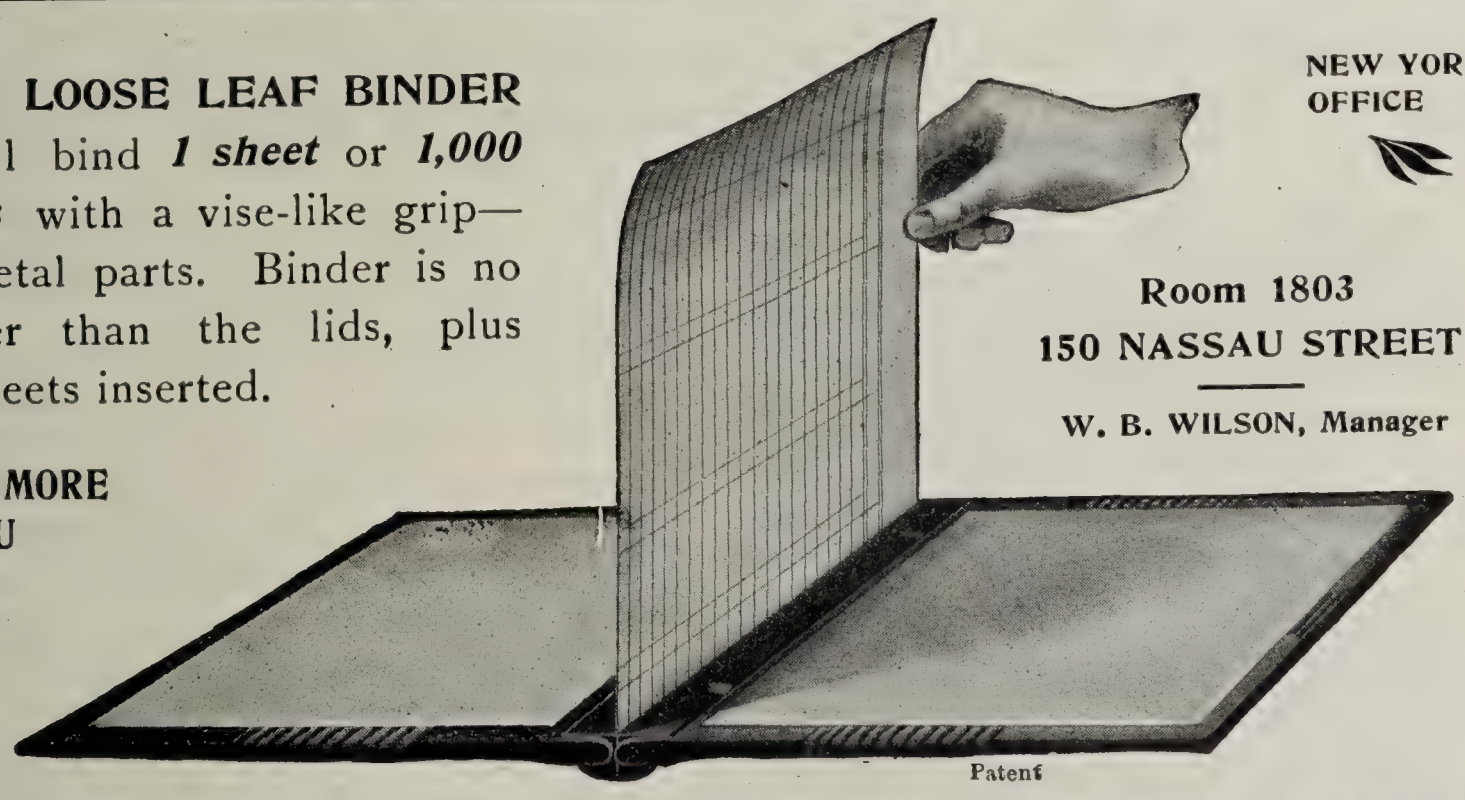
The C. A. Edgarton Mfg. Co.
505 Main Street, Shirley, Mass.



Return reverse half of Guarantee Ticket with 10c. for pack of President Playing Cards.

THIS LOOSE LEAF BINDER will bind ***1 sheet*** or ***1,000 sheets*** with a vise-like grip—no metal parts. Binder is no thicker than the lids, plus the sheets inserted.

WHAT MORE DO YOU WANT ?



Patent

NEW YORK OFFICE

Room 1803
150 NASSAU STREET

W. B. WILSON, Manager

THE "KALAMAZOO" LOOSE LEAF BINDER

WILL BE DISPLAYED AT BOOTHS 21 AND 22
BUSINESS SYSTEM SHOW, MADISON SQUARE GARDEN, NEW YORK
OCTOBER 27 TO NOVEMBER 3

Call and see it. Our new loose sheet holder is a wonder.

THE KALAMAZOO LOOSE LEAF BINDER CO., Address Dept. "A" KALAMAZOO, MICH.

INSURANCE REPORT

PEPSIN DEPT.
CHEMICAL DIVISION

Week ending.....190.. .....Foreman

ARTICLE	Denom	SEC. 21
Oil of Curacao.....	Lbs.	
Alum.....	"	
Sugar of Milk.....	"	
Muriatic Acid.....	"	
Sulphuric Acid.....	"	
Phosphoric Acid.....	"	
Citric Acid.....	"	
Gasolene.....	Gals.	
Alcohol, P. S.....	"	
3 Vellum Parch. Paper...	Lbs.	
Soda Ash.....	"	
22 in. Duck, No.....	Yds.	
Saccharine.....	Ozs.	
Syrup.....	Gals.	
Caramel, 12 lbs. to gal....	Lbs.	
Glycerin.....	"	
Gran. Rennets.....	"	
Wood Alcohol.....	Gals.	
Gum Shellac.....	Lbs.	
Salt Petre.....	"	
Wohlin Powder.....	"	
Benzoate Soda.....	"	
Salicylic Acid.....	"	
Borax.....	"	
Gran. Sugar.....	"	
Susage Dip.....	Gals.	

FORM 16.

rors, after which the stock report is filed in the proper binder where it is of easy access to all office departments concerned.

It certainly seems unnecessary to elaborate upon the necessity of keeping an accurate and complete record of minor supplies, and yet it is something that is often neglected by concerns who are otherwise up-to-date in accounting methods. The facts are that the quantity of all supplies used is governed by the amount of product turned out, and the easiest way to arrive at a conclusion of what supplies are needed this year is to look back and see what was used last year, making due allowance for the intentions of the management regarding an increased or decreased production of any certain articles. In practice, however, this method is very crude and is practically useless unless a very complete record is kept in the purchasing department and even then the method is unsatisfactory because the heavy production of a certain article this year may occur at quite another time of the season from what it did last year.

The intention of the following system is to put the burden of ordering supplies on the operating departments with weekly reports of the supplies on hand to the purchasing and insurance departments, it being understood that the weekly report is simply a memorandum and that the purchasing department buys supplies only upon the requisition made out in proper form and approved by the proper officers.

To enable the operating departments to keep proper account of the supplies on hand, Form 14 was devised and it is in general use except in a few departments where special forms are needed, when such forms are ruled to meet the requirements. A sample of these special forms is shown in Form 15, which is in use in the cooperage department.

In the first column is shown any requisitions issued to the purchasing department for supplies; in the second column is entered the receipts and in the third column is entered the used, based on product made, the balance being shown on hand in the various insurance sections.

At each inventory period the amount on hand is taken at actual figures and differences are shown on the stock card as "Inventory Adjustment," thus getting a clean start at each inventory period.

Weekly reports as per Form 16 are made out in duplicate for each department, such as the tin department. The pork cut department, S. P. pork department, S. P. beef department, pepsin department, lard department, lard oil department, oil refinery department; one being sent to the insurance department and one to the purchasing department. The stock cards themselves are kept in boxes, which may be locked, and are put in a fire proof vault each night, in order to have a record of all supplies in case of fire.

ALUMINOID STUB



FOR BUSINESS MEN

Aluminoid Pens express you perfectly—they are firm, rapid and yet flexible.

They last longer, wear smoother, serve you better and cost a trifle more by the gross than other pens.

No. 7 Railroad Stub—Large, Falcon shape, holds much ink.

No. 9 Lawyers' Rapid Writer—Flexible action, responds quickly.

No. 10 Fine Stub—Rather rigid, gives clear-cut line.

No. 11 Editorial Stub—Medium broad, very rapid, makes a rather heavy line of much character.

No. 30 Lady Falcon Stub—Most popular small shape, holds more ink than No. 10, and is the daintiest small stub made.

Aluminoid Pens are on Sale at First-class Stationers

Samples of the five pens illustrated mailed free on request to any business house in the country

A. L. SALOMON & CO., 339 Broadway, NEW YORK

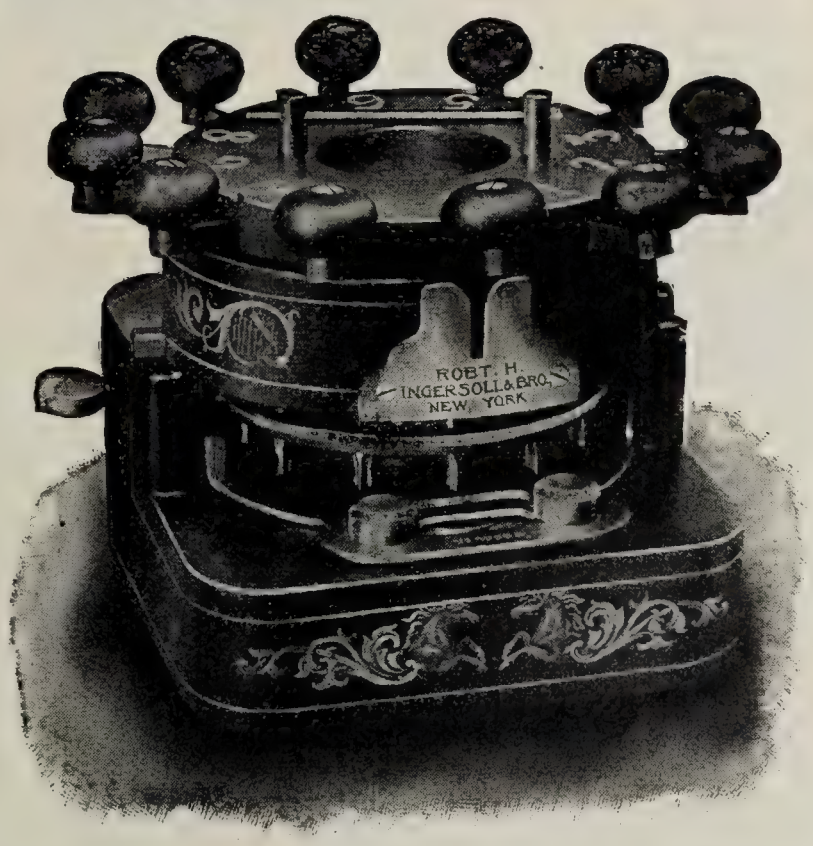
The Automatic Check Protector

The one absolute safeguard against check-raising!

Over 92 per cent. of the volume of obligations incurred in this country are settled with bank checks.

Every time a check is written the maker, who never knows through how many or whose hands his check will pass, is threatened with loss through check-raising.

There is but one way to absolutely insure against this danger—use the Automatic Protector.



A Booklet Free

Space will not permit of a discussion here of this question nor a description of the Automatic, but we have just issued a booklet touching closely the interests of every business man.

It explains the processes and prevalence of the alarmingly increasing evil, check-raising.

It points out the obligations of the maker and where the responsibility for loss lies, with court decisions

It analyzes the requirements of thorough protection and lays bare the weaknesses of Inking and Stamping "protectors."

It shows some incidental safeguards.

It proves the protective efficiency of the **AUTOMATIC**, describes its mechanical superiority and its use.

Can you afford not to read this free booklet?

The Automatic is a Substantial machine, weighing 12 pounds. It is guaranteed for 5 years. Write for our free trial offer.

Price, $15.00.

ROBT. H. INGERSOLL & BRO., 110 JEWELERS' COURT, NEW YORK



Accounting Methods for Retail Drug Business

By J. H. STILL

THE business is divided into eight departments, namely, Drugs, Cigars, News, Flowers, Soda, Lobby, Farm and Five Points. The name of each department designates the general character of merchandise sold in the department, with the exception of Lobby, Farm, and Five Points.

Lobby is a designation given the cigar stand in the lobby of the building in which the main store is located.

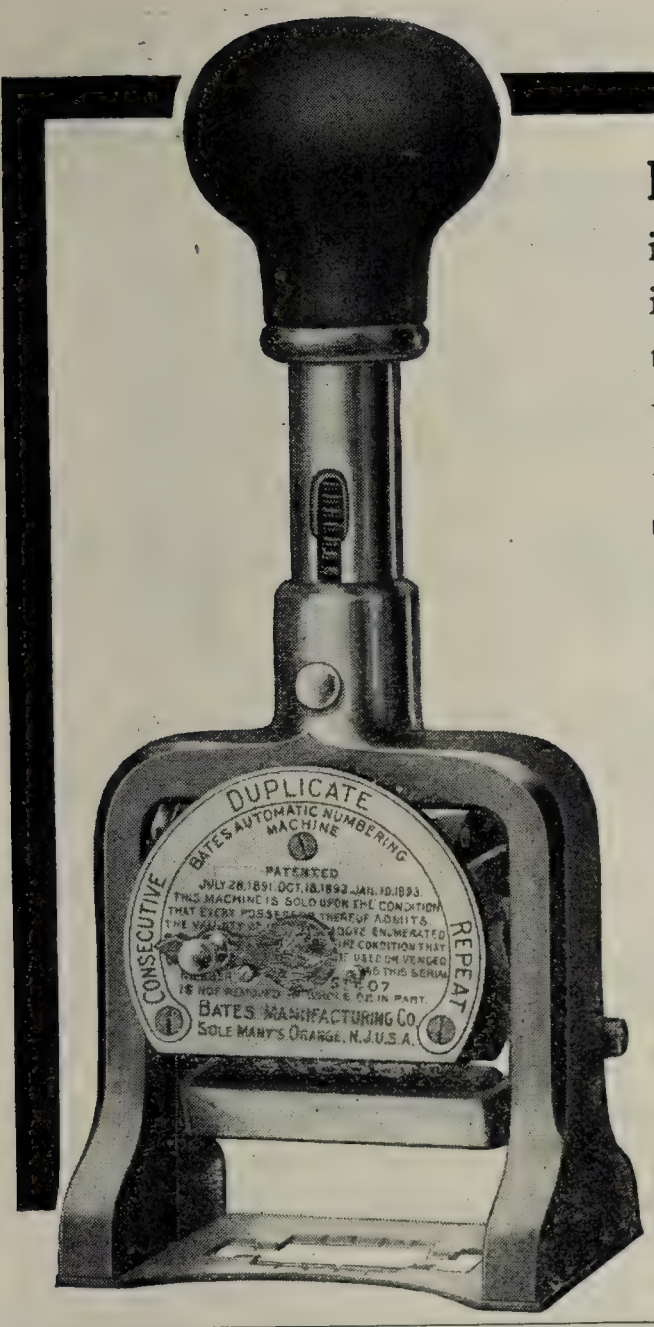
Farm is applied to the greenhouses and kindred equipment used in the production of plants and flowers, which production largely supplies the flower department.

Five Points is a branch drug store, in another part of the city, the locality being known as "Five Points."

COMBINATION SALES RECORD, MONTHLY STATEMENT AND CUSTOMERS' ACCOUNT.

Forms 1 and 2 are sheets of loose leaf sales book. Charges are written up daily in the sales book with carbon paper between the forms. At the close of the month's business each individual sales account is totaled and the total posted to the ledger. Ledger balance, if any, is added or deducted on Form 1 and an itemized bill is ready for mailing or collector.

The method has several advantages; it permits of supplying at any time during the month of an itemized statement immediately upon request. It permits of prompt mailing or giving to collector of itemized accounts at the end of each month. A duplicate copy is retained. But one posting of charges to an individual per month



Mechanical Intelligence

is the cheapest kind there is. The more of it you can apply to office routine, the smaller the amount of your pay-roll. Numbering work must be accurate to be of any value. It must also be legible and rapidly executed.

The Bates Hand-Numbering Machine

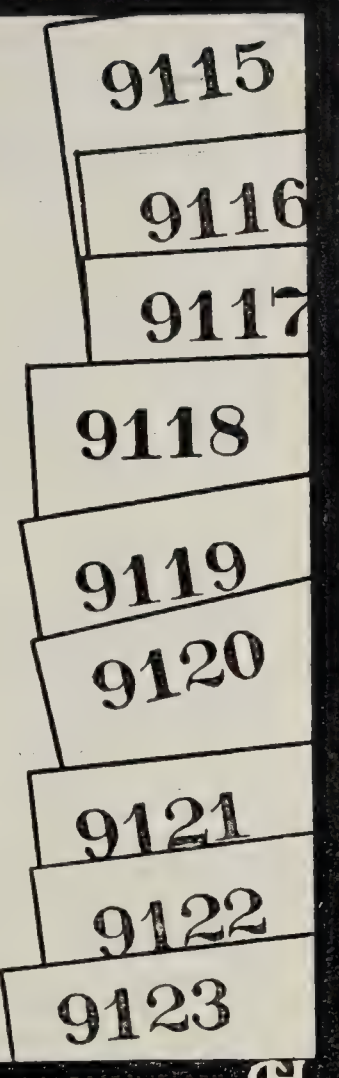
works just as accurately, speedily and legibly in the hands of the office boy as in the hands of your highest-priced clerk.

It numbers consecutively, duplicates or repeats. Whichever kind of work it is set for, that work it does without a mistake.

The figures print clearly, in perfect alignment, in small space and can be read at a glance. Add a Bates Machine to your office equipment. It will soon pay for itself.

Tell us your business on a postal and we will tell you what there is in the Bates Numbering Machine for you. We've a little booklet covering your individual needs.

BATES MANUFACTURING COMPANY
31 Lakeside Avenue, Orange, New Jersey



THE MACHINE ITS WORK

Tapestry Leather Souvenir Specialties

for the Home, Office, Library and Den



Julliette Post Card Purse

"Just out." A novel and attractive souvenir, with local or comic views. Entirely new and original. Space also for initials.

20 Cents each

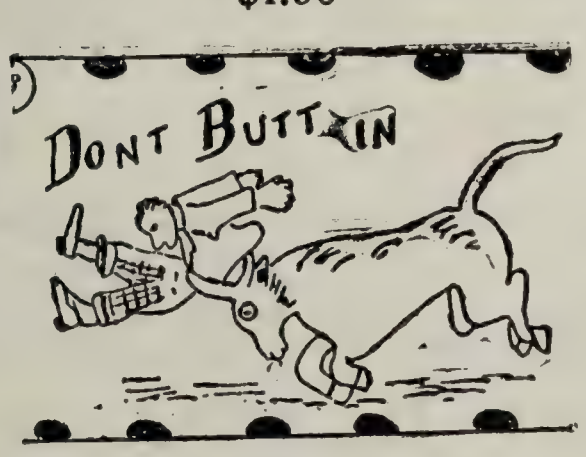
Trial Offer $2.25

1 Pillow Cushion complete	$1.50
1 Purse	.20
1 Pillow Top (15 designs)	.35
12 Leather Post Cards	.60
Send order at once.	$2.25

Tapestry Leather Pillow Cushions

Front and back stitched, complete with fringe,

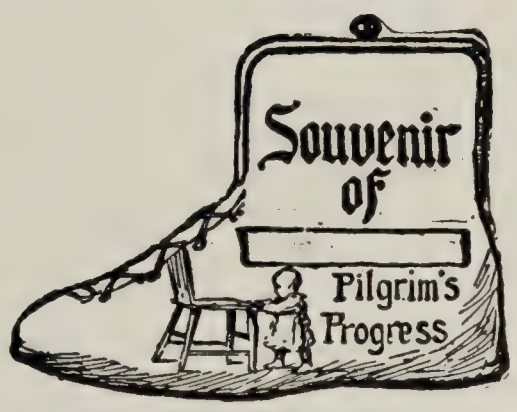
$1.50



Tapestry Leather Post Cards

$16.00 per thousand—100 designs. Send for a sample order of 100 cards, $1.60, postpaid.

5 Cents each



The "Bootie" Purse Post Card

In tan or white, a winning souvenir, for any locality or place, catchy designs, blank space for name. Burnt Leather Effect. Big Sellers. Order now.

10 Cents each

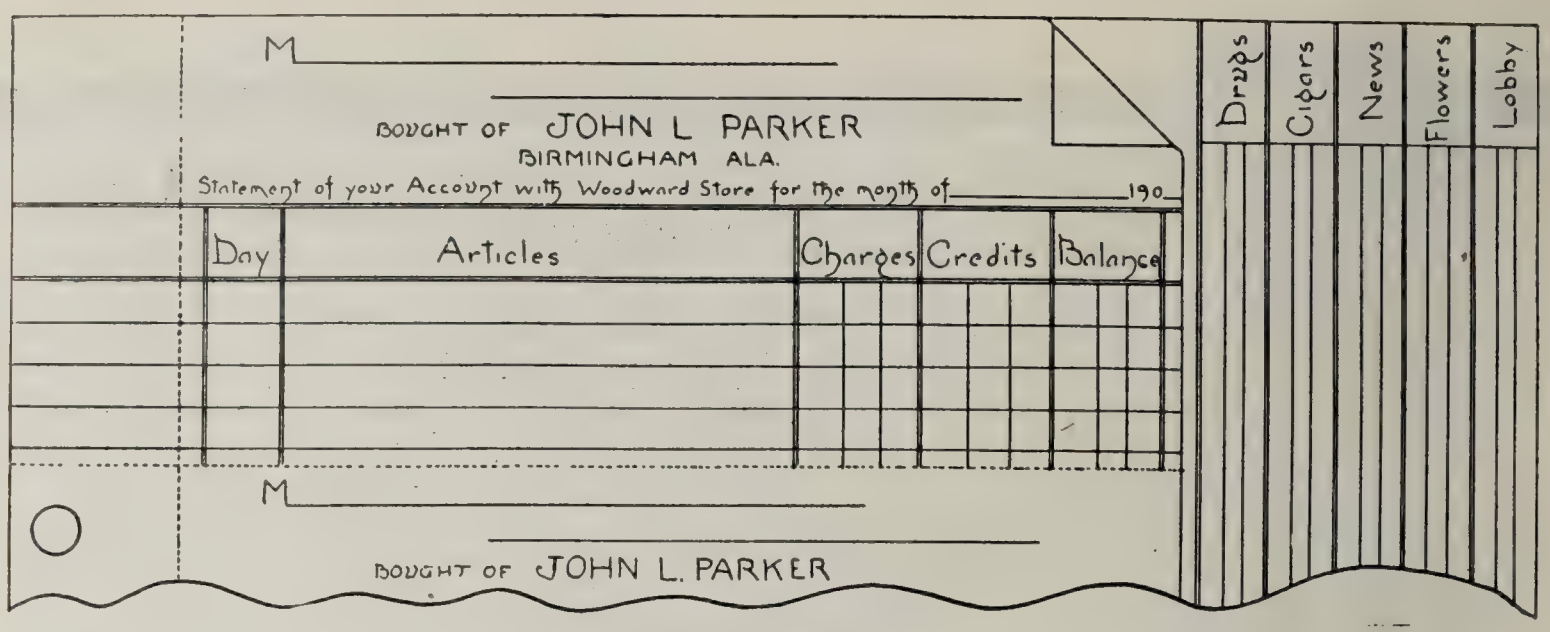
Art Ticking Pillow Tops

Contain 15 catchy and beautiful designs, BURNT LEATHER EFFECT.

35 Cents each

Complete Catalogue B of Specialties Sent on Request.

The Souvenir Pillow Top Co., 320 Broadway, New York



FORM 1 AND 2.

is required. As the charges are written up distribution is made to the proper departments, in the columns provided. These columns are totaled and the department credited accordingly.

No distribution is provided for Soda, Farm or Five Points for the following reasons:—

Soda department is a strictly cash business and therefore has no credit sales.

Farm has no charges except through the flower department. Five Points keep a separate sales book and ledger.

CASH BOOK AND JOURNAL.

Form 3 is cash book, showing the distribution.

The columns "Collections," "Cash Sales" and "Cash Purchases" are information columns. The total of each day's collections is extended to that column and carried forward from day to day, to the end of the month, making it possible to see at a

CASH

Month of _____ 190_____

Account	L. F.	Debit Receipts	Credit Disbursements	Collections	Cash Sales	Cash Purchases	Drugs Dr	Drugs Cr.	Cigars Dr.	Cigars Cr.	News Dr.	News Cr.
Brought Forward												
1												
2												
3												
4												
5												
6												
7												
8												

CASH

	Flowers Dr	Flowers Cr	Soda Dr	Soda Cr	Lobby Dr	Lobby Cr	The Farm Dr	The Farm Cr.	Five Points Dr	Five Points Cr.	Gen'l Expense Dr	Gen'l Expense Cr.	Int. and Disct. Dr	Int. and Disct. Cr.	
1															1
2															2
3															3
4															4
5															5
6															6
7															7
8															8

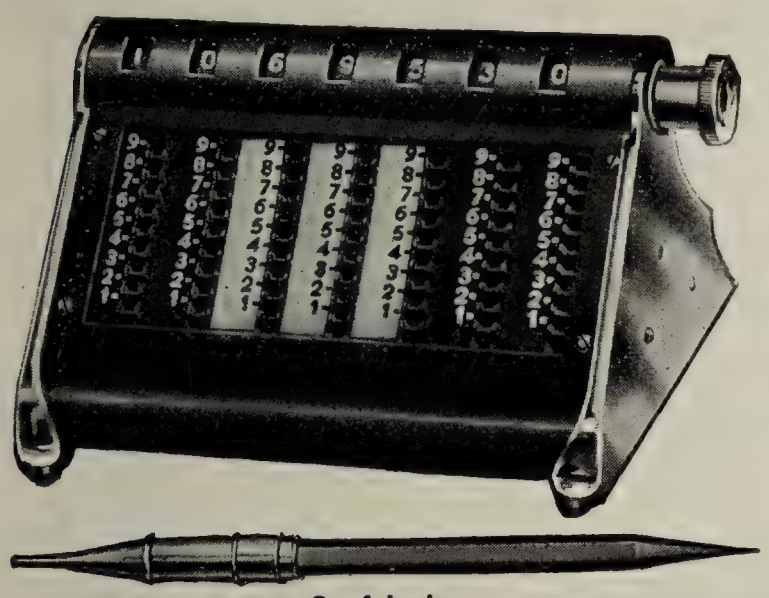
FORM 3.

$15 "GEM" Adding Machine

ADDS
SUBTRACTS
MULTIPLIES
DIVIDES

Every Business Man needs a Good Adding Machine! No man has time to waste on a poor one.

The **"GEM"** is a High-Grade Mechanical Production with a Resetting Device that clears the dials to zero instantly—Does the work of High Priced Machines. **Carries totals** automatically—The Resetting Device is the Only Successful one on a Low Priced Machine.



3 x 4 Inches

We know the **"GEM"** is good--we prove it by giving a **Two-year Guarantee** and by sending it on **Free Trial.**

Beware of any machine that is not sent on Free Trial. Investigate before you pay.

Don't send money—Just write us and we will send the **"GEM" Expressage Prepaid.**

Catalogue Free.

AUTOMATIC ADDING MACHINE CO.,
489 BROOME STREET NEW YORK CITY

Selecting Your Investment

is an act properly calling for well-balanced judgment and comprehensive knowledge of investment secureties.

A good bond must combine absolute security with fair yield and be readily negotiable.

It is important that you supplement your judgment and safeguard your purchases by investing through experienced and responsible Investment Bankers.

We offer superior facilities for the purchase and sale of good bonds in all markets by reason of our extensive organization and clientele—our buying direct for our own account—our holding of seasoned Municipal, Railroad and Public Service Corporation Bonds in stock to meet the needs of our customers—and our aiming always to be in position to loan on or repurchase secureties which we sell.

We own and offer a large variety of high-grade

FIRST MORTGAGE BONDS

Yielding 3½ to 5½%

which meet the most exacting requirements of institutional and individual investors.

Every reader of this magazine who has funds for investment—even though only occasionally—should receive the analytical literature on bonds prepared by our experts. This information is gratis.

Consult your own bank as to our standing and

Write for Descriptive Price List No. 75

N. W. HALSEY & CO.

BANKERS

NEW YORK
49 Wall Street

PHILADEPHIA
Real Estate Trust Building

CHICAGO
152 Monroe Street

SAN FRANCISCO
413 Montgomery Street

Month of _____ 190____ JOURNAL

Day	Account	L F.	Debit	Credit		Credit Sales	Credit Purchases	Drugs Dr	Drugs Cr	Cigars Dr	Cigars Cr.	News Dr	News Cr
	Brought Forward												
	1												
	2												
	3												
	4												
	5												
	6												
	7												

FORM 4 LEFT HAND PAGE.

glance how collections are coming in or make comparisons.

The total of each day's cash sales, in



J. L. PARKER, PROPRIETOR.

all departments, is extended to "Cash Sale" column and the total of the columns at the end of the month gives the cash sales for the month. The same is true of "Cash Purchase" column. The distribution of cash items, whether debit or credit, needs no explanation. At the end of each month the distribution columns are totaled and posted to the proper accounts. But one posting of distributed items per month to each department is necessary.

Form 4 is journal showing like distribution as cash book. "Credit Sales" and "Credit Purchases" columns are information columns. Each day the register showing of credit sales in all departments is totaled and entered in "Credit Sales" column. This permits the knowledge of the amount of merchandise going out on credit at any period during the month. Of course, the sales book gives the total at the end of month and the postings are taken from that source.

All time purchases are entered in "Credit Purchase" column the total at the end of the month showing the credit purchases for the month.

JOURNAL

Flowers Dr	Flowers Cr	Soda Dr	Soda Cr	Lobby Dr	Lobby Cr	The Farm Dr.	The Farm Cr	Five Points Dr	Five Points Cr	Gen'l Expense Dr	Gen'l Expense Cr	Int. and Disct. Dr	Int. and Disct. Cr	
														1
														2
														3
														4
														5
														6
														7

FORM 4 RIGHT HAND PAGE.

$1500 a Year For Life



One of Our
15 Month-Old Trees

IF you wish to save for old age or provide for healthy middle age, you can not find a more conservative or a more reasonable investment than we have to offer—more profitable than life insurance—safe as city real estate, yet not so costly—better than a savings bank, for the return is greater.

We have full and complete literature, showing conclusive facts, logical figures and definite reference of good character, proving beyond any doubt that our proposition is bona fide, certain and profitable. Our booklets give "reasons" and anyone who can spare from $5 to $25 a month can provide for old age and protect themselves against the ravages of time, the chances of poverty and the misfortune of ill health by securing a competent income that will cover all necessary living requirements.

It is worth your time to ask for our booklets—do this today in justice to your future. It is not only the man who saves, but he who saves profitably. The demand for rubber can never be fully supplied—a rubber plantation is more hopeful than a gold mine—our booklets tell you the facts that have taken years to prove—write for them today.

This company is divided into only 6,000 shares, each one representing an undivided interest equivalent to an acre in our Ystilja Rubber Orchard and Plantation, consisting of 6,000 acres (one for each share) in the State of Chiapas, Mexico—undeniably the finest rubber land in the world. Our booklets will prove to you that five shares in this investment, paid for at the rate of $25 a month, will bring you an average return of 25 per cent on your money during the period of seven years and an annual income of $1,500 for life. This investment insures absolutely the safety of your future. The man or woman who owns five shares in Ystilja rubber plantation need have no fear of old age, no doubts about illness, no care nor anxiety for after years—you are safe—absolutely and certainly—our booklets will prove these statements—write for them today.

Conservative Rubber Production Co.
612 Monadnock Building, SAN FRANCISCO, CALIFORNIA



Well—What Are You Going To Do About It

THE COUPON BELOW HAS BROUGHT HIGHER WAGES TO MORE THAN 75,000 POORLY PAID MEN. WHY NOT TO YOU?

Here it is again, this big opportunity. Now, what ARE you going to do about it? If you had filled out the coupon the first time you saw it, it's likely you would be holding a high-class position to-day. Within this past year, a host of people no better educated, no better off than yourself, have started on the road to success by way of that coupon, and many of them are already earning twice what they did a year ago.

Are you going to put this off till it's everlastingly too late? Or will you fill out the coupon THIS time and begin getting ahead in the world? If you just make up your mind now that you are going to be better off at this time next year the INTERNATIONAL CORRESPONDENCE SCHOOLS will make the way easy for you, will bring to you by mail the training required to fit you quickly for a responsible position in one of the occupations listed on the coupon. The I. C. S. will **bring** this training **to you,** mind, at your home, in your spare time, without interfering with your present duties.

Just read that coupon again—and DO something about it.

International Correspondence Schools,
Box 1076 SCRANTON, PA.

Please explain, without further obligation on my part how I can qualify for a larger salary in the position before which I have marked X

Bookkeeper	Mechanical Draftsman
Stenographer	Telephone Engineer
Advertisement Writer	Elec. Lighting Supt.
Show Card Writer	Mechan. Engineer
Window Trimmer	Surveyor
Commercial Law for Contractors and Builders	Stationary Engineer
Illustrator	Civil Engineer
Civil Service	Building Contractor
Chemist	Architect'l Draftsman
Textile Mill Supt.	Architect
Electrician	Structural Engineer
Elec. Engineer	Bridge Engineer
	Mining Engineer

Name _____

Street and No. _____

City _____ State _____

But one posting for each department per month is required on the distributed items in the journal.

SUNDRY ACCOUNTS.

Form 5 is miscellaneous page of loose leaf ledger. Customers whom we estimate will not purchase again or purchase but seldom are placed in miscellaneous to avoid giving an entire page uselessly. Should they become constant or frequent buyers a transfer is made to a page.

WEEKLY REPORTS.

Form 6 is the weekly report from Five Points store, covering both cash and credit sales and presenting clear and valuable statistics in regard to amount and class of business done, the disposition of cash receipts, the condition of Accounts Receivable

MISCELLANEOUS SHEET NO._____

	Date	Name	Address	Folio		Date	Credit or Transfer	Folio	

FORM 5.

TRANSCRIPT OF BUSINESS.
AT
FIVE POINTS STORE for Week Ending, Saturday,_____ 190____

CASH RECEIPTS	SALES	COLLECTION	CASH DISBURSEMENTS	EXPENSE	M'D'S
Sunday			Pay Roll		
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					
Total,			Total,		
Total Sales			Total Expense,		
			Remitted Office during Week,		
			Cash Herewith,		
Cash on hand last Report,			Cash on Hand,		
Total,			Total,		

CASH SALES { Increase / Decrease COLLECTIONS { Increase / Decrease EXPENSE { Increase / Decrease MERCHANDISE { Increase / Decrease

CREDIT SALES		ACCOUNTS RECEIVABLE	
Sunday			
Monday		Outstanding last Report,	
Tuesday		Add Credit Sales for Week,	
Wednesday		Total	
Thursday		DEDUCT	
Friday		Collections for Week,	
Saturday		Collections by Office,	
Total Credit Sales,		Total,	
Add Total Cash Sales,		Outstanding Accounts this Date,	
Total Credit and Cash Sales for Week,			

CREDIT SALES { Increase / Decrease ACCOUNTS RECEIVABLE { Increase / Decrease

SUGGESTIONS.

TO
JOHN L PARKER
Woodward Bldg
BIRMINGHAM, ALABAMA

_____ Manager

FORM 6.



ABSOLUTELY INVINCIBLE

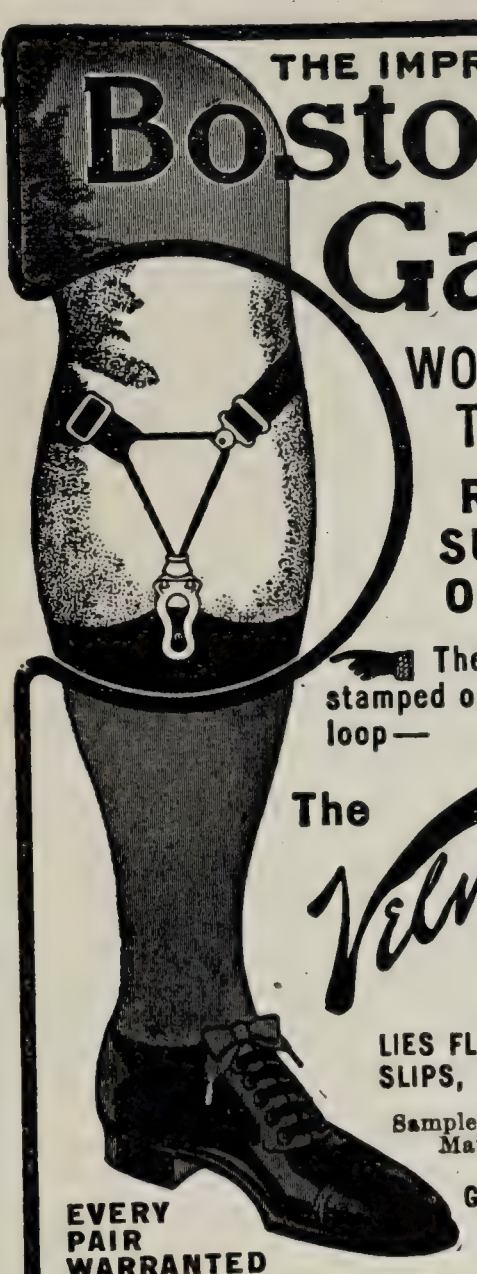
Pause for a moment and consider how serious a loss you would suffer if fire destroyed your correspondence and office records.

BERGER STEEL OFFICE FURNITURE

affords absolute protection against loss of your records by fire. Illustrated book "Steelsects" describing this handsome line of furniture free on request. Special steel office equipment built to order—write for estimate.

THE BERGER MFG. CO.
CANTON, OHIO
New York Boston Philadelphia St. Louis

THE IMPROVED
Boston Garter



WORN ALL OVER THE WORLD

REFUSE ALL SUBSTITUTES OFFERED YOU

The Name is stamped on every loop—

The *Velvet Grip* CUSHION BUTTON CLASP

LIES FLAT TO THE LEG—NEVER SLIPS, TEARS NOR UNFASTENS

Sample pair, Silk 50c., Cotton 25c. Mailed on receipt of price.

GEO. FROST CO., Makers
Boston, Mass., U. S. A.

EVERY PAIR WARRANTED

ALWAYS EASY



In the *The Kirtley Ledger*
SELF-INDEXING

every account is under its own printed heading in alphabetical order.

¶ Only two turns are necessary to find any account. For instance: one turn at the tab "F" takes you to all accounts under that letter, another turn at the sub-head "FIL" takes you to FILMORE'S account.

¶ The Kirtley is the only self-indexing ledger. It enables the proprietor or any clerk to find an account as quickly as the bookkeeper.

¶ There is no writing of names in an index, therefore no mass of names to look over when finding an account.

We want to send you a copy of our booklet "Saving Labor, Time and Money;" also portfolio of loose-leaf or bound sheets, state which. Address Department B,

Hugh Stephens Printing Co.
JEFFERSON CITY, MO.



SPEED GETS THERE

SPEEDY TYPEWRITERS EARN BIG SALARIES!

GET SPEED! AND THE SALARY IS SURE

INCREASE YOUR SPEED

AND YOUR SALARY WILL INCREASE ITSELF

Your value to others depend upon your ability to be a complete master of your work. The expert operator on the typewriter earns a larger salary because he has *more speed* and *accuracy* than other operators. *Let me tell you how to*

INCREASE YOUR SPEED 40% TO 80%
BY THE NEW
TULLOSS TOUCH SYSTEM

Send for my free booklet. It tells you all about the TULLOSS TOUCH SYSTEM and why it is the fastest and most easily-learned method of typewriting in existence.

Students in all parts of the world have proved its value to them. Why should you not prove it for yourself. Write TO-DAY for the booklet "250 Words Per Minute." It is yours for the asking.

TULLOSS SCHOOL OF TOUCH TYPEWRITING
Department Z-114 - - SPRINGFIELD, OHIO

WEEKLY FARM REPORT

For Week Ending, Saturday, _____ 190____

RECEIPTS		EXPENDITURES	MAINTENANCE	IMPROVEMENTS
Cash on hand last report		Pay Roll (Itemized on back)		
Cash received from Office		Cash Purchases (Receipted Bills herewith)		
Cash received for Pay Roll		Sundry Items		
Cash received on account (Itemized on back)				
Cash Sales (Duplicate Sale Checks herewith)		Total		
		Maintenance		
		Cash paid Office		
		Cash on hand		
Total		Total		
Cash Sales		Cash Purchases		
Credit Sales (Charge tickets herewith)		Credit Purchases (Invoices herewith)		
Sales to Woodward (Bills Rendered)				
Total Sales		Total Purchases		

REMARKS.

_____ Superintendent

FORM 7.

Accounts, etc. This is a good branch store report form.

Form 7 is the weekly farm report from which it will be noticed that the produce is sold direct from the greenhouses as well as in the stores. On the back of this form provision is made for an itemized report of the farm pay roll for the week, and the receipts of the employes for their wages, all O. K.'d by the superintendent.

DEPARTMENTALIZATION.

It will be seen from this explanation and the forms attached thereto that each department account is in reality a trading account, to which has been debited all purchases, pay rolls, and proportion of general expense belonging to it, and to which has been credited all cash and credit sales effected.

The Comparative Balance Sheet and profit and loss account also submitted will thus be easily understood and appreciated, as it contains a summary of everything worth knowing in the business. The de-

CONSOLIDATED BALANCE SHEET AND COMPARATIVE STATEMENT

ACCOUNTS	DEC 31 1905		DEC. 31 1906		DEC. 31 1907	
Real Estate	28500					
Cash + Bank	1850					
Five Points	17	25				
Store Fixtures + Fittings	2105	60				
Five Points	970					
Farm	1600					
Accounts Receivable	3109	15				
Five Points	562	40				
Inventories	1109	16				
Five Points	808	10				
Accounts Payable			2216	80		
Five Points			350	20		
J L Parker Investment %			31451	66		
Drawing %	3400					
Surplus for Year			10013			
	44031	66	44031	66		
DRUGS DEPT						
Inventories	825		924			
Total Charges	7628	50				
Sales			11792	50		
Net Profit	4263					
CIGARS DEPT						
Inventories	129	75	152	60		
Total Charges	2705	25				
Sales			4549	90		
Net Profit	1867	50				
NEWS DEPT						
Inventories	22	04	17	4.		
Total Charges	420	08				
Sales			670	96		
Net Profit	246	25				
FLOWERS & FARM DEPT						
Inventories	789	50	625			
Total Charges	3520	25				
Sales			5174			
Net Profit	1489	25				
SODA DEPT						
Inventories	49	28	61	50		
Total Charges	524	19				
Sales			1686	97		
Net Profit	1175					
LOBBY DEPT						
Inventories	128	50	136	75		
Total Charges	580	20				
Sales			1545	95		
Net Profit	972					

Practical Business Books

THE BEST OF THEIR KIND

CORPORATE ORGANIZATION, *Conyngton*. A working manual telling in detail how to form a corporation, indicating the danger points, giving numerous and most valuable suggestions, and including forms for charters, by-laws, etc. Intensely practical and the only satisfactory work on the subject. 352 pages. 6 x 9 in. 1905. Prepaid, buckram binding, **$2.70.**

CORPORATE MANAGEMENT, *Conyngton*. Second edition. The standard work on the management of corporations. Tells what to do and when, and gives over 150 forms. Used by attorneys and corporation officials in every part of the United States. 352 pages. 6 x 9 in. 1904. Prepaid, buckram, **$2.70.**

THE MODERN CORPORATION. A handy work covering both the formation and management of corporations with over sixty forms. The best small work of the kind. 290 pages. 8 vo. 1905. Cloth, prepaid, **$2.00.**

CLASSIFIED CORPORATION LAWS, *Overland*. A well-arranged, classified statement of the business corporation laws of every state and territory of the United States. Convenient and valuable. 458 pages. 6 x 9 in. 1906. Prepaid, buckram, **$3.00.**

NEW YORK CORPORATIONS, *Harrison*. A complete hand book of New York business corporation law. Contains procedure, statutes and forms. Invaluable to New York corporations. 431 pages. 6x9 in. 1906. Prepaid, buckram, **$3.50.**

PARTNERSHIP RELATIONS, *Conyngton*. A clear statement of the nature, formation, conduct and dissolution of partnerships, with forms for agreements, notices, etc. A handy and valuable work. 216 pages. 6 x 9 in. 1905. Prepaid, buckram, **$2.00.**

FINANCING AN ENTERPRISE, *Cooper*. A practical work telling how to secure finance for an enterprise. Includes the investigation, protection and presentation of an enterprise, with a full discussion of the problems of promotion. The only book of its kind. 425 pages. 8 vo. 1906. Cloth, prepaid, **$3.00.**

Circulars of any of the above works on application

THE RONALD PRESS CO., 229 Broadway, New York

The Best TONIC

For the restoration of energy and vitality; the relief of mental and nervous exhaustion, impaired digestion or appetite, there is no remedy so beneficial as

HORSFORD'S Acid Phosphate

(Non-Alcoholic.)

It is a scientific and carefully prepared preparation of the phosphates that provides the tonic and nerve food needed to improve the general health.

If your druggist can't supply you, send 25 cents to RUMFORD CHEMICAL WORKS, Providence, R. I., for sample bottle, postage paid.

"Simplex" Credit and Collection System

FREE TO YOU

WE KNOW that we can improve the credit and collection service of all Manufacturers and Jobbers,

BECAUSE:

¶ Our dunning system, though the strongest we believe in existence, is not discourteous, yet it brings results.

¶ Our Collection Department is directed by a Commercial Lawyer familiar with the collection laws in every state.

¶ Our Local Attorneys are Credit and Collection Specialists whose credit reports are founded on intimate knowledge of the individual, his standing and affairs.

¶ And whose collections are prompt, by very virtue of this personal information.

¶ Put us to the test; if you are a manufacturer or jobber just write today for our "Simplex" Credit and Collection System, *free of all charge*, and let us prove up to you. This is a proposition we would not dare make were we not positive of the result.

POSTAL MERCANTILE AGENCY

109 State Street **Elmira, New York**

10,000 Lithographed Letterheads for $22.50

(Full Size, on Bond Paper) **5,000 for $14.75**

Express Prepaid to any point East of the Rocky Mountains

We can afford this offer only because we control a newly invented lithograph press that cuts down the cost of production about one-half, and does finer work than the best of the other machines.

We should like to share our good fortune with you by saving you a little money and giving you better Letterheads than you ever had before.

Anyhow, it *can't* do any harm to let us send you samples and details.

Address your postal card (at once) to

National Engraving and Litho Co.

65 Duane Street **New York**

partmental trading, or profit and loss accounts, exhibit the total transactions at both main store and Five Points, and the footing of the net profit made in each department must agree with the surplus shown on the balance sheet. This surplus is, of course, afterwards credited to the investment account of J. L. Parker.

The same form of Consolidated Sheet and Comparative Statement may be used for the purpose of obtaining weekly totals, the only drawback being that it is necessary to carry either a book inventory or to take an actual inventory. This feature of an accounting system must be governed by circumstances.

The retail trade is split up into an infinity of different enterprises, but the general principles outlined in this system of accounting records can be usefully followed in most of them, as it is impossible to improve on the results obtained by departmental records and departmental trading accounts.



HOW A TOO LARGE AND A TOO SMALL HAT AFFECTS THE HEAD OUTLINES.

The Business Man and His Dress

By GEO. L. LOUIS

WITH reluctant steps the business man returns to his office, brushes the gathered cobwebs from his desk and takes up his usual routine of duties after having indulged in the many pleasures of the country.

And just as reluctantly does he put away his summer garb and gradually dons the more somber attire of fall.

The reluctance to change from summer to fall attire is not because the latter dress is in any way of less ease and grace; it is simply that we are rather loth to discard the happy, bright colors that bespeak the trees, the grass and the flowers, for the quieter, duller tones the prelude snow and winter.

I repeat, fall and winter dress does not or at least should not, bring less body comfort or style than spring and summer attire.

There was a time, I will confess, and that time was not so many years ago, either, when the autumn season brought with it, stiff, uncomfortable attire that owed



After Shaving
use
MENNEN'S
BORATED TALCUM
TOILET POWDER



and insist that your barber use it also. **It is Antiseptic,** and will **prevent** any of the skin diseases often contracted.

A positive relief for **Sunburn, Chafing,** and all afflictions of the skin. Removes all odor of perspiration. **Get Mennen's**—the original. Sold everywhere or mailed for **25** cents. *Sample free.*

Try Mennen's Violet (Borated) *Talcum.*

GERHARD MENNEN CO., Newark, N. J.



THE SUN NEVER SETS ON THE
KREMENTZ
COLLAR BUTTONS
USED THE WORLD OVER

by those who know where they get the most for their money. Made of one piece of metal. Easy to button and unbutton. Stay buttoned. They outwear any other button, and the rolled plate never wears off like other plated buttons. Also made in gold and sterling. If damaged in any way, exchange it for new one.

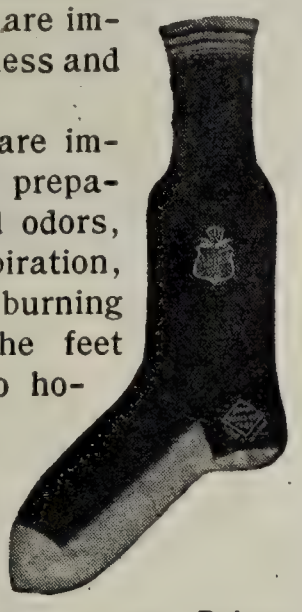
At all jewelers and haberdashers.
Send for story of Collar Button.

KREMENTZ & CO.,
65 Chestnut Street,
Newark, N. J.

"FACTUM"
SANITARY HALF-HOSE

Good for bad feet
Not bad for good feet

¶ Look just the same as any other finely finished high grade hose, but are immensely superior in healthfulness and comfort.



¶ "Factum" Half-Hose are impregnated with an antiseptic preparation which eradicates bad odors, absorbs and decomposes perspiration, without checking it, prevents burning and soreness, and keeps the feet always healthily warm. No hosiery is handsomer and stronger than "FACTUM." Its hygienic properties remain unimpaired for **17 washings.**

¶ In two colors only, black or tan—Price, **50c.** per pair, **$2.75** per box of six.

IMPORTED BY THE

BARDENHEUER HYGIENIC UNDERWEAR CO.
878 Broadway, New York



"LITHOLIN"
COLLARS AND CUFFS

are waterproofed linen.

Wrinkles and frayed edges impossible.

Always fresh—always stiff.

When soiled you can clean them in a moment with a damp cloth.

All shapes and sizes.

At collar shops or of us.
Collars 25c. Cuffs 50c.

THE FIBERLOID COMPANY
14 Waverly Place, New York

the hat. Consequently the first hat that an over-zealous clerk hands out is taken whether it is suitable or not.

Brim widths and crown heights are varied for a definite purpose and that purpose is to modify or accentuate the lines of the head as each individual case may necessitate.

When a man has a large head and wears a hat with a small brim and low crown, his head appears correspondingly that much



No. 4—Fall Style.

too large as his hat is too small. Likewise a man with a small head makes it look even smaller by wearing too large a hat.

Now the men whose heads are too large or too small, can modify or accentuate the appearance of their heads and make them look normal by wearing the proper head gear.

What is true of the hat is also true of all other articles of men's dress.

The primary object of dress is to protect the body; but were that the only purpose, blankets or any coarse material could be used.

The secondary object of dress—to improve one's personal appearance—to give tone and character to the wearer—is really of co-ordinate importance.

Adorning one's self with this and that style, pattern or coloring simply because it pleases the eye and is popular is not improving one's appearance. In fact this sort of indiscriminate buying usually accomplishes just the reverse.

The fundamental requirement to accomplish this is to select one's clothing and the many dress accessories with the idea of subduing the too prominent lines of the body and to heighten those which are not sufficiently brought out.

The man with a long, slim neck wearing a low fold collar, the short stout man who wears a long English walking coat—the portly man with the fancy check waist coat—the thin man with the tight fitting garments—these are the men who defeat the secondary important purpose for which they wear clothing.

The deviations in fashion for fall will be few. As written before, we seem to have struck the "three C" cycle of common sense, comfort and conservatism in dress history and there is very little likelihood of making a decided departure from it for a long time to come.

Although the season just ended left a tendency toward exaggerated effects of coat styles in length, depth of vent and creases of side seams, autumn ushers in no extremes whatsoever.

The jacket models shown by the best tailors will vary from 30 to 31½ inches in length for men of average height.

Although the back will be shapely, it will not outline the form to a very marked degree.



No. 5—Fall Style.

The coat without vents will be the most favored; yet center or side vents will be worn more or less.

The three button single breasted jacket with the "V" shape or rounded bottom edge will be in vogue. Shoulders are to be of natural width.

No decided difference in the shape of trousers will be introduced. They will be given sufficient width at the hips for comfort and will taper gradually to ankles.

Pure Silk

Every inch of webbing in Brighton Garters is pure silk, *not mercerized cotton.*



Registered Trade mark

25 Cents
A Pair

If your dealer hasn't them, they will be mailed on receipt of price.

BRIGHTON GARTERS
FLAT CLASP

Over two million men annually wear Brighton Flat Clasp Garters, and here are some of the reasons.

The Brighton Garter is the most comfortable garter for men. Neither binds, pinches, nor loses its grip. Sets firmly, snugly.

Both the underwear and the socks set smoothly in place, no uncomfortable wrinkles or bunches at the shoe tops.

The clasp is absolutely flat, no sharp teeth or projections to catch in the clothing. Metal parts heavily nickeled.

Latest patterns of one piece pure silk web, absolutely no mercerized cotton ever enters into a Brighton Flat Clasp Garter.

PIONEER SUSPENER CO., 718 Market St., Philadelphia

Makers of Pioneer Suspenders.



Collar Exclusiveness

Not a bit in price
Every bit in quality

In a test of years

LONDONTOWN
BRAND
LINEN COLLARS

have proven their superiority. Made of linen—four ply—and with that style and care which is put into the highest grade twenty-five cents linen collars. They are actually the twenty-five cents quality in style, fit and wear, at

2 for a ¼. Quarter sizes

LONDON TOWN BRAND LINEN COLLARS launder well because they are collar-shrunk (not piece-shrunk) by the LONDON TOWN PROCESS.

If your dealer cannot supply you, send twenty-five cents for two London Town Linen Collars. Cut shows our **"Grey Friar,"** an up-to-date collar of all-around excellence.

Morrison Shirt & Collar Company
Dept. C, GLENS FALLS, N. Y.

Send for book "How We Be-Linen You." It's FREE.



GEM NAIL CLIPPER
IS THE BEST.

Has maintained its reputation for quality. Made by the originators. Lasting for years, thus defying competition.

Trims, Files, cleans and removes hangnails. Price 25c. by mail.

Sold everywhere. Sterling Silver handle, price $1.00.

H. C. COOK CO.
18 Main St., Ansonia, Conn.



Does Your Head Feel Like This? If So

BECKERSON'S
Columbian Hair Tonic

Will do just what is claimed. It will keep your head from itching, prevents the hair from falling out and is a certain cure for dandruff. Guaranteed to cure or money refunded. Price **$1.00 per bottle.**

COLUMBIAN HAIR TONIC CO.
Detroit Michigan U. S. A.

PHYSICAL CULTURE WITHOUT EXERCISE

the natural, exhilarating effect of **THE ADRIENNE HEALTH BRACE.** A scientific appliance for men, women and children that cultivates and permanently maintains a strong, vigorous body and perfect health. **Straightens and Prevents Round Shoulders.** Deep breathing is the secret of good health. **The Adrienne is the secret of deep breathing.** Write today for Descriptive Booklet—FREE.

Dept. B, COOD FORM COMPANY,
255 West 143d Street, NEW YORK



The waistcoat will be collarless, closing with five buttons and the opening will be cut somewhat higher.

The fancy waistcoat will continue in popularity. The color effects and patterns will be as varied and extensive as shown the past season.

As to the fabric for business wear, grey in various plaids and pretty mixtures will be worn. Also cheviots, worsteds, cassimeres in checks and stripes of darker tones.

In overcoatings too, the same general lines as worn the past few seasons will be followed, the only noticeable difference being in the length.

Knee length models with rather broad lapels and deep center vent are offered at high-class shops.

The skirt flare will be somewhat more pronounced. Paletout, Surtout and overgarments of this kind will not be in favor.

The statements regarding suit and overcoat styles for fall and winter may be accepted as reasonably authentic; but my rough outline of what will probably be the accepted forms in shirtings, cravenetings, boots, hats, etc., are based only upon the output of the mills and manufacturers and early showing of haberdashers, as this discussion is being written while the midsummer sun still holds sway.

Dress inclinations are rather fickle at best so I cannot predict with any degree of certainty at this time, how the shapes, shades and styles mentioned will be received. The block of the fall Derby shows a little more tapering effect to the crown. Curl of the brim will be more pronounced and somewhat narrower.

The Telescope hat and a few shapes that are flat top like the Telescope and also the regular Fedora in pearl grey, browns and blacks with and without fancy bands will be worn.

The coat shirt with attached cuffs is now in decided favor. The old inconvenient style is fast losing ground. Until last season none but the more expensive shirts were made with the coat effect and attached cuffs but now this kind of a shirt is being made to retail at $1 and consequently will be worn much more.

The haberdashers will show all conceivable colors, mixtures and patterns to tempt one to untie their purse strings but for the business man, blues, pearl grey, bloods and tans in solid tones or in neat checks and stripes are the most serviceable and appropriate.

Nothing particularly new for fall has been shown yet in craveneting; helio, purple, dark green and cardinal will be in vogue.

Width of four-in-hand will be from two to two and one-half inches.

Bow ties will range from one and one-half to two inches at the ends.

The Blucher and button shown in patents, velours, and vicis are proper for fall foot gear.

No difference in the shape of the toe will be noticeable. The sole extension will probably be a little narrower.

NOTE—Readers are invited to write to this department for any further information desired on the dress question. Mr. Louis will answer questions personally by mail or through the columns of our magazine according to request.

Bank Advertising

BY M. A. GRAETTINGER

Assistant Cashier Germania National Bank, Milwaukee, Wisconsin.

ADVERTISING is today the most potent and important force in commercial life. Bankers have come to realize this within recent years, and conservatism no longer implies that the banker should refuse to avail himself of this lawful method for increasing his business. All advertising is primarily intended to sell something—it is influencing people to think as you desire, to want what you have to offer.

From a banker's standpoint, it is a means of conveying to the public the information that he is in business and, that while he is in business for personal gain, he is also there as a public convenience, catering to the legitimate needs of the people.

Book Bargains

¶ Upon taking inventory, we find that we have on hand a number of standard books which are slightly "shop-worn," that is, the covers have become slightly soiled by dust. The books are perfect with this exception, in fact in most instances the defects are scarcely noticeable.

¶ You must order AT ONCE if you wish to secure one of these bargains. If your order is received after the supply is exhausted, we will refund your money at once.

THE LIST

	Regular Price	Bargain Price
Commercial Correspondence	$2.00	$1.05
1,000 Helpful Hints	1.00	.45
Corporation Book-keeping in a Nutshell	1.00	.45
Suspense Ledger	1.00	.65
Daily Cash Balance Book	1.00	.65
After Dinner Speeches	1.00	.45
Business Short Cuts—paper	.75	.35
Business Short Cuts—leather	1.00	.55
Hall's Manufacturing Cost	2.00	1.05
The Credit Man and His Work	2.00	1.05
Tools of Business	2.00	1.10
Science and Practice of Auditing	1.00	.65
Tabloid Systems	1.00	.60
Abolition of the Trial Balance	2.00	1.05
Business Man's Vade Mecum	1.00	.65
Sales Promotion	2.00	1.05
Rahill's Corporation Accounting and Corporation Law	4.00	3.15
Keister's Corporation Accounting and Auditing	4.00	3.15
Goodwin's Improved Book-keeping and Business Manual	3.00	2.05
Eddis' Manufacturers' Accounts	3.00	2.50
Eddis' Manual for Accountants	3.00	2.50
Corporation Accounting	.25	.15
Hints to Stenographers	.25	.15
Voucher System	.25	.15
How to Get Business	.25	.15
Accounting Methods for Department Stores	.25	.15
Detroit Book-keeper's Balance System	.25	.15
The Office Manager	.25	.15
Averaging Accounts	.25	.15
How to Do Without a Trial Balance	.25	.15

	Regular Price	Bargain Price
Accounting Methods for the Wholesale Grocery Business	.25	.15
Retail Accounting	.25	.15
Duties of Auditors	.25	.15
Accounting Methods for the Printing and Publishing Business	.25	.15
Pointers for Stockholders	.25	.15
Family Account Book	.25	.15
Municipal Accounting	1.00	.40
Burton's 50 Rules on Errors in Trial Balances	.25	.15
Time Record and Pay Roll System	.25	.15
The Factory Manager	.25	.15
Deavenport's Fractional Calculator	1.50	1.25
American Accountants' Manual	3.00	2.25
Quick at Figures	1.00	.70
The Secretary's Manual	1.50	1.25
Addresses and Speeches of Lincoln	1.00	.60
Practical Banking	5.00	3.00
Barrett's Modern Banking	3.50	2.35
Elements of Business Law	2.00	1.05
Expert Calculators (cloth)	.25	.15
Expert Calculators (leather)	.50	.35
Book-keeping at a Glance (cloth)	.25	.15
Ropp's Commercial Calculator No. 1 (cloth)	.25	.20
Ropps Commercial Calculator, No. 2	.50	.40
Speed Secret	.50	.30
Clephane's Organization and Management of Business Corporations	2.50	1.95
Traveler's Yarns	.25	.20
Hebrew Yarns	.25	.20
Irish Yarns	.25	.20

THE BOOK-KEEPER PUBLISHING CO., Ltd.

61 Fort Street **DETROIT, MICHIGAN**



THE DILWORTH ADDER

PRICE ONE DOLLAR

A practical adding machine in the form of a card-case, to fit the pocket, sent postpaid for **$1.00.** Has no complicated mechanism to get out of order and the total can be seen at any time for any part of an addition thus allowing interruptions to occur without inconvenience. No clerk or book-keeper should be without one.

Capacity $9,999,999.99

WRITE FOR SPECIAL OFFER TO AGENTS

DILWORTH ADDER COMPANY

1118 Farmers' Bank Bldg. PITTSBURG, PA.

Around *The* World but Never Out *of* Ink

$7 Value for $1

Saves Cost of Check Punch	$5.00
Value of Year's Ink Supply	1.00
Cost of Pencil	1.00
Total Value	$7.00



Blair's Nosak Self-filling

FOUNTAIN PENS CANNOT BE EQUALED

Because we own the patents. The pens fill by the suction of the Pen Cap. No inside rubber sacks to rot. They hold 66 drops of ink; rubber sack self-filling pens hold 15 to 25. The ink safe guard prevents leaking on the part held by the fingers. The split feed maintains a steady flow of ink. The Cap Clip holds the pen in the pocket. No joints to leak or break. Cost no more than the old muzzle loaders found everywhere and advertised.

PRICES

$2.00, $2.50, $3.00, $4.00, $5.00

Muzzle loaders at half price to close out.

Holder needs to be filled with water only to produce the best ink anywhere. No leads; point never breaks or needs sharpening; will last for years; soon saves cost.

PRICES—Plain, $1.00; Chased, $1.25; Chased and Gold Mounted, $1.50.

New ink-making cartridges in green, blue, voilet or black copying or red ruling, **10 cents; by mail 12 cents.**

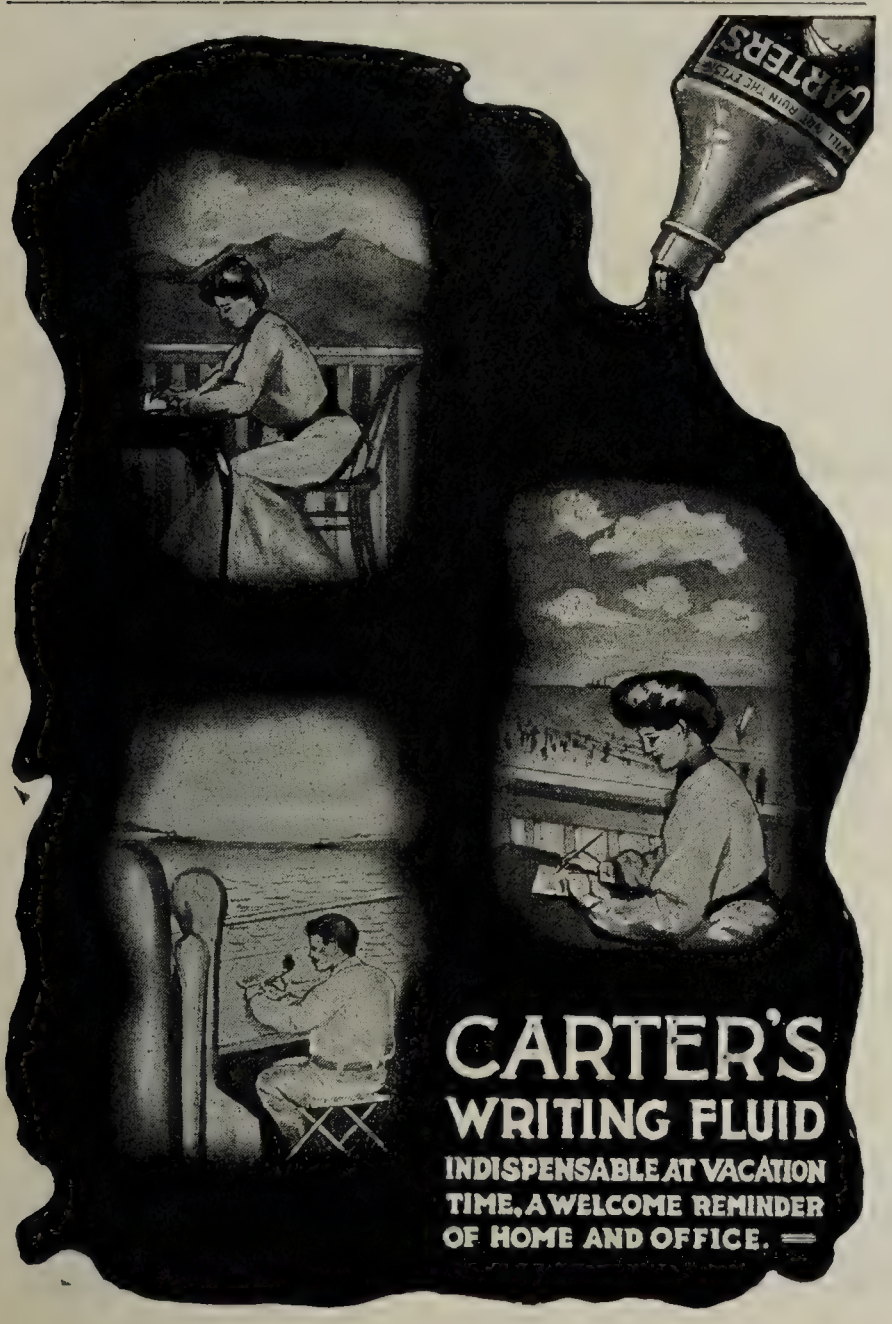
Ordinary ink may also be used.

GREAT FOR STENOGRAPHY

Pen Carbon Letter Copying Book, 25c. Get Agency

BLAIR'S FOUNTAIN PEN CO.

Suite 163-6 John St., near Broadway, New York





THIS TRADE MARK ON EVERY CHAIR

Which Would You Prefer—A Backache or Comfort?

WHEN THE LATTER IS SO EASY AND SO CHEAP

Why not investigate the merits of

McCLOUD'S

Adjustable Spring-Back Chairs



AN OFFICE CHAIR

No. 325. The Adjustable back conforms to the body. It is restful and refreshing because it gives with the body. You can do more and better work. Handsomely finished in Golden Oak. Price **$20.**

They have the **strength** to hold a team of horses (see trade mark)—the **ease** of a rocking chair—the **comfort** of a bed. They fit the back just where the ache comes.

Send for catalogue showing 30 different styles.

OUR OFFER:

We will ship the chair you select to any responsible business house, freight prepaid, to any point in the U. S., east of the Dakotas. If you don't say it's the best chair you ever saw, return it to us at our expense.

The DAVIS CHAIR CO.

MARYSVILLE, OHIO, U. S. A.

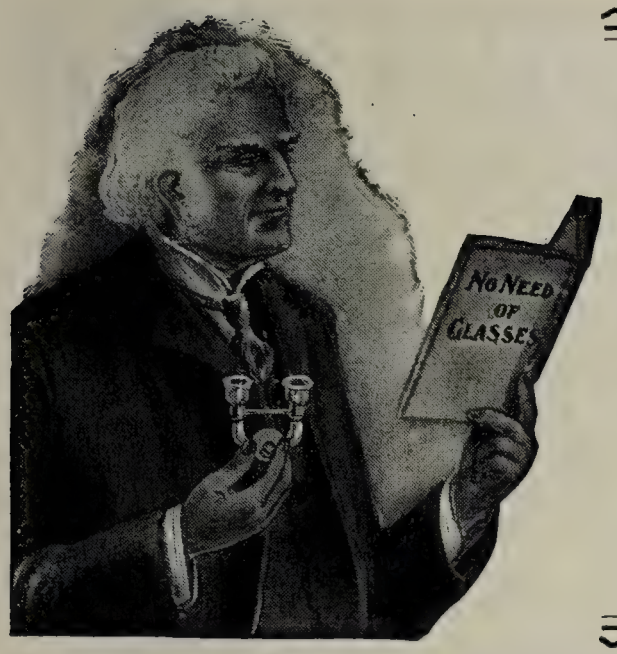
Dignified advertising is the best insurance a bank can have against loss of confidence and, perhaps, against panic. Secrecy invites suspicion, publicity dispels it. Bank advertising might be called bank insurance—it not only brings new accounts, but makes all accounts secure by stimulating confidence. It is as profitable to advertise to depositors already on the books, as to seek new business, for the confidence thus inspired is a bank's best asset. A bank's advertising is not a speculation, but one of the safest investments it can make, considered with mortgages, commercial paper, and securities. It pays better interest, while its cumulative force makes it increase from year to year. The second year's advertising is more valuable than the first. The accrued effect in a long term of years is irresistible. Bank advertising is still in its infancy, and the institution that is ahead of its competitors in beginning to accumulate this prestige in this way, cannot be dislodged from its supremacy. There is a distinction, however, between direct advertising and bare publicity. The former always gives publicity, and at the same time makes a bid for actual results, while the latter does not serve as direct advertising. Most bankers seem satisfied to have their ads state the name of the institution, together with the amount of capital, surplus, and undivided profits. Then come the names of the officers and possibly the directors. This is the average bank's announcement. Such advertising is ineffective—at least, it is not as productive of results as it might be, because of the lack of understanding of the difference between "advertising" and "publicity."

Mere publicity is unnecessary to most banks. There is no need of a bank spending money only to tell people that it is there, simply to give the name and address, list of officers, etc. Everybody knows these things. They likewise know the general character of the dry goods and grocery store. The proprietors of these stores, however, do not take these things for granted. They do not stop with the announcement that they keep dry goods or groceries, but seek to attract attention by the recital of interesting facts. What banks need is the kind of advertising that will influence people to use the bank, who are now indifferent to it. In almost every community there is enough money carried around in pockets and hidden away in obscure places, to start a respectable bank. People, as a rule, are thoughtless of their own needs. It never occurs to most of us that we need certain things, until their desirability is brought forcibly to our attention. Suggestion is everything. Suggestion of a need oftentimes creates it. Lots of people never think of opening a bank account, because the matter has never been presented to them in a way that impressed them of their need of one. Bare publicity gives no reasons. It seldom brings tangible results to a bank. Many ads in the papers are not noticed, simply because they have become so familiar to us through long appearance in the same form, that the eye unconsciously skips them, to rest on something new. No absolute line for advertising banks at different places can be laid down, as local conditions and environments must be taken into consideration and acted upon. There are many features of the banking business, which present possibilities of profit that a liberal advertising campaign will develop.

There is the money-order business. The enormous sum of over $750,000,000 is handled annually by the post office and express companies, on which the profits, or fees charged, amount to about $6,250,000. The only way to turn this business to the banks is to advertise the features more persistently. The express companies and the post office are very aggressive in soliciting this class of business through advertising, and those banks that desire such business should go them one better—do better advertising, and more of it. Letters of credit, certificates of deposit, and safe deposit vaults are among the many features that can be exploited with profit, through the medium of advertising.

The savings department of a bank can be made the source of much new business. Instructions in the value of saving—hints as to the advantages of providing for a rainy day—the encouragement of thrift and frugality, and similar arguments forming the basis of educational advertising, will soon have their effect.

Publishing the statement of the condition, whenever called for by the comptroller or state commissioner, as the case may be, can be turned to advantage by pointing



THE IDEAL SIGHT RESTORER

The Ideal Eye Masseur

Indistinct Vision; Muscular Troubles, Chronic Diseases of the Eye all successfully treated by Scientific Massage at any age.

English, German or Spanish pamphlet mailed free.

THE IDEAL COMPANY, Dept. G. 239 Broadway, New York

High Class Equipment Means High Class Service

How is Your Supply of

UNO CLIPS



The Handiest Desk Novelty Made

By Mail, 15 cts. each. ORDER NOW DISCOUNTS IN QUANTITY

M. L. SENDERLING, 622 W. 47th Street, New York City

Razall LOOSE LEAF LEDGER

STANDARD OUTFITS SHIPPED ON APPROVAL



12 o'clock, midnight — Work all done

$12.75 For the Razall Special Complete Outfit, consisting of Ledger, Transfer Ledger, two Index Sets and 500 Best Quality Leaves

THE DIVIDING LINE

BETWEEN THE ILL-KEPT OFFICE AND THE SYSTEMATIC OFFICE

Old booking methods with numerous books and scattered accounts will turn an entire office up-side-down. Such methods waste time and are the cause of many expensive mistakes. The

RAZALL LOOSE LEAF LEDGER

will bring system into your office. Will save time and money and for that reason is of interest to both business men and book-keepers. A system which entirely eliminates all deadwood, retaining only the live, active accounts. It means a big saving in office help. Does away with night work, and makes possible "Accurate Work Quickly done."

Our Booklet, "SYSTEMATIC ACCOUNTING," Free. It tells you how easily our system can be adapted to your business. Ask for edition "C"

The H. G. RAZALL MFG. CO., 405-407 East Water St., MILWAUKEE, WIS.

Canadian Manufacturer, CHAS. F. DAWSON, 1813-1815 Notre-Dame Street, Montreal, Can.

out the strong features of an especially good statement, and why it is so, and with equal frankness one not so good should be analyzed. Most bank statements are very dense. They are entirely devoid of interest to the general public, and yet to a large extent it is the general public they are intended to interest.

There seems to be a certain mystery, a lack of knowledge on the part of the public, concerning banking methods and purposes, which offers a great field for bank advertising. No reason exists why such information should not be made public, and the bank which goes to the trouble or expense of circulating such information is sure to benefit the most by it.

Continued advertising creates confidence. A bank cannot be constantly before the public without being found out, and known for what it is. The people believe in a bank which can stand the limelight of publicity. An interesting instance is that of an eastern bank, which, although very old, was in a bad way in 1904, and had to be reorganized. The new management by advertising in the daily newspapers and through the judicious distribution of booklets, statements, and other printed matter, increased the bank deposits from about $1,000,000 in April, 1904, to nearly $4,000,000 at the present time. The advertisements were plain and frank, though dignified, but the central note of the campaign was always the policy of the institution, until there was no chance of misunderstanding or ignoring it. The result speaks for itself.

Pittsburg is pointed out, where bank advertising is perhaps better done than in any other community. The banks there that advertised in the newspapers, showed an increase in assets of 38 per cent, and an increase in deposits of 85 per cent in a period of five years, while the banks that did not avail themselves of the columns of the local papers, gained in the same time only 27 per cent in assets and 11 per cent in deposits.

Cleveland's great savings banks are becoming known throughout the country through publicity in the magazines and newspapers. More than six per cent of all the money on deposit in the savings banks of the United States, or $185,500,000, is in the banks of the city of Cleveland, while the population of this city is only one-half of one per cent of the population of the entire country.

It is the systematic, continuous and persistent effort that counts for success.—*Chicago Banker.*

Myself and Me

I'm the best pal that I ever had,
I like to be with me;
I like to sit and tell myself
Things confidentially.

I often sit and ask me
If I shouldn't or I should,
And I find that my advice to me
Is always pretty good.

I never got acquainted with
Myself till here of late,
And I find myself a bully chum,
I treat me simply great.

I talk with me and walk with me
And show me right and wrong
I never knew how well myself
And me could get along.

I never try to cheat me,
I'm as truthful as can be;
No matter what may come or go,
I'm on the square with me.

It's great to know yourself and have
A pal that's all your own;
To be such company for yourself
You're never left alone.

You'll try to dodge the masses
And you'll find a crowd's a joke
If you only treat yourself as well
As you treat other folk.

I've made a study of myself,
Compared with me the lot,
And I've finally concluded
I'm the best friend that I've got.

Just get together with yourself
And trust yourself with you,
And you'll be surprised how well yourself
Will like you if you do.

—*Express Gazette.*

BLOTTERS BRING BUSINESS



That is what the users of Blotter advertising say. If you want business you should get in line as a user of our **ILLUSTRATED BLOTTERS.** There is nothing equal to them for keeping your name before the buyer of your goods. Send 50 cts. for a set of 80 samples. Will give the fifty cents back if you order.

JOHN T. PALMER COMPANY, FIFTH and LOCUST PHILADELPHIA

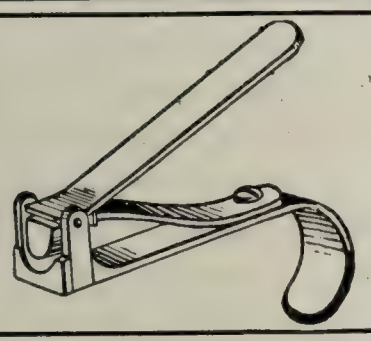
TYPEWRITTEN LETTERS

IN EXACT DUPLICATE

My process eliminates the possibility of detection because the ribbon I furnish **without charge** matches my printed letters perfectly. You will be surprised at the **low cost** when you write for my free samples. Let me begin saving money for you now.

JOHN ROGAN, Circular Letter Specialist, 19 E. Main Street, Rochester, New York

THOMSON'S PERFECT PEN POINT PULLER



An Indispensable Office Device

of proven merit. Removes rusty, corroded pen points from holders quickly and without danger of ruining holder. No soiled hands—no broken penholders—no time wasted. Saves its cost in a few days. Made of the best steel, nickel plated. Neat, durable, useful. Every desk in your office should be equipped with one. **Price, 25 cents each.** All charges prepaid to any address. Agents wanted. Money refunded if not satisfactory.

C. S. THOMSON **Box 301, LOUISVILLE, KY.**

Yachting THE BEST RECREATION FOR BUSINESS MEN



SEND FOR ILLUSTRATED CATALOGUE OF **Steam Yachts or Speedway Motor Launches**

WE BUILD ONLY THE BEST—TWENTY YEARS PRACTICAL EXPERIENCE IN CONSTRUCTION AND DESIGNING

Gas Engine & Power Co. & Chas. L. Seabury & Co. Consolidated, Morris Heights, New York City

The Business Man in Europe

HOME WORK AND SWEATED LABOR—THE DARK SIDE OF MODERN INDUSTRIAL CONDITIONS IN MANY PRINCIPAL CAPITAL CITIES

By ALBERT EMIL DAVIES

THERE was held in London in May and June of this year, an exhibition of the products of Sweated Labor, that enabled English business men to see something of the darker side of industrial affairs. The idea of the exhibition was borrowed from Berlin, where something similar was done in the early part of the year, but the London exhibition had more human interest inasmuch as some of the workers themselves, engaged in their ordinary occupations, were on view. The Berlin exhibition, which was visited by the empress and many members of the Reichstag, created considerable stir, the extent of which may be gauged by the unprecedented fact that representatives of every single political party in the empire have urged upon the government the immediate necessity of introducing legislation that will cope with the evil.

It is not at all unlikely that the London exhibition will be attended with similar results.

Some scores of sweated trades were represented at the London exhibition, and among the things made by sweated women and children living under conditions of penury that defy description, are slippers, blouses, cigarette cases, shirts, artificial flowers, dolls' heads, corsets, babies' bonnets, linen, etc., shirts and fountain pen boxes, not to speak of military embroidery, the folding of bibles and prayer books, and a thousand and one things the mere enumeration of which would fill half this magazine. The following instance illustrates almost all the evils of the system.

For carding hooks and eyes, the miserable workers in London receive 8d or 9d the 24 gross, out of which they have to provide their own thread. The hooks and eyes are fetched loose from the manufacturer's agent, who keeps account of them by weight. The eyes have to be sorted out and stitched on to a card; the hooks are disentangled and linked into the eyes, which are then stitched down.

Two women working about 15 hours a day, earn between them the magnificent wage of 3s 4d (say 80 cents) per week. When work is plentiful and the little children are made to help (they do the sorting out of the hooks and link them into the eyes) the whole family earns as much as 6s a week. I have said that the foregoing instance illustrated nearly all the evils of sweating. These are:

(1) Excessive hours of labor.
(2) Starvation pay.
(3) Employment of child labor.

Comes also the question of unsuitability of work-place, which is bound up with the whole question of home labor.

With regard to No. 1, if the working hours are short, it simply means that there is neither work nor pay for the victim who, to live at all on the wage offered, must work late into the night.

Further, almost all these workers have to waste from one to two hours daily in fetching and bringing back their work, or, out of their miserable pittance, have to pay someone else to do it for them. It is a common sight in the London streets to see a woman pushing along a child's go-cart filled with vests or other work; she earns her living by working for the sweated workers who are stitching away for dear life in their East End garret.

Of the inadequacy of the wage paid to the sweated workers nothing need be said; in the very best branches it never exceeds three or four dollars a week and the great majority of the individuals of whom this article treats would deem themselves affluent were they in steady receipt of half that sum.

As regards the employment of child labor, this is the worst feature of the dreadful business, and will prove to be the means by which society will be punished for allowing this state of affairs.



America's Master Occulist

ARE YOU INTERESTED IN

MODERN TREATMENT FOR YOUR EYES ?

Send me your name and address—a postal card will do—and I will send you my 80 page book, "Eye Diseases—Their Cure Without Surgery." It is illustrated in colors and tells you how defects of the eyes, even cross-eyes, are **cured without the knife. It is free for the asking.**

P. C. MADISON, M. D., Suite 202, 80 Dearborn St., CHICAGO

"A Correct Trial Balance"

IT CANNOT FAIL

I SELL a new and very simple system for obtaining a correct trial balance as quick as your balance can be set down. My system will do that, no matter what method you use or how complicated your books. Drop me a postal and let me tell you more about it. You don't have to buy it if I can't convince you.

R. J. DERBES, Jr.

Expert Accountant **New Orleans, La.**



Send 10 cents in silver or stamps for a large sample pouch and booklet; both will be a delight to you.

THE FINEST PIPE TOBACCO SENT DIRECT FROM FACTORY TO SMOKER

This trial offer is to convince **you** who tire of ordinary tobacco that after all there **is** one that delights **continuously**. That one is

FRENCH'S MIXTURE

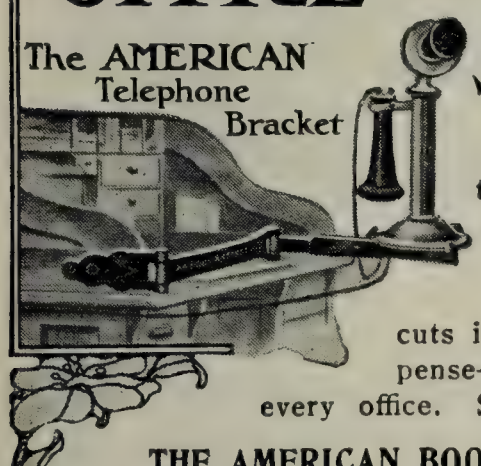
It comes to you direct from the maker with all its exquisite original aroma and known purity. This insures you against substitution and dried-out, stale store tobacco. French's Mixture won't "tire" or "bite" the tongue, because it's a superior product scientifically handled, blended and always in condition. We also sell it direct to save middlemen's profits. We put those profits into improving quality, making it rightfully

"THE ARISTOCRAT OF SMOKING TOBACCO"

FRENCH TOBACCO CO.

Dept. C. **Statesville, N. C.**

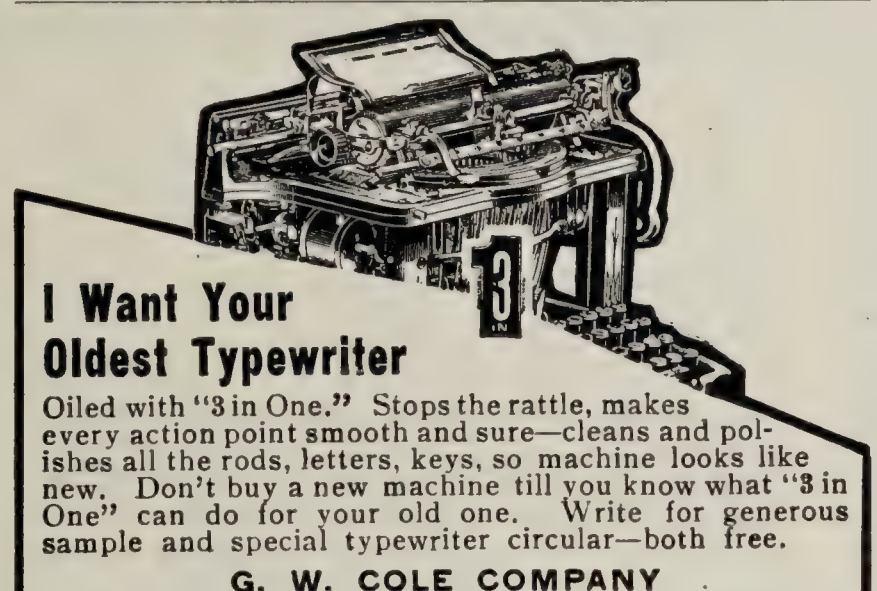
"OFFICE HELPS" Sent FREE



A 56-page illustrated book that tells about many useful and economical office appliances. Suggests short cuts in time, labor and expense—should be on file in every office. Send for it TO-DAY.

THE AMERICAN BOOK BRACKET CO.

128 N. 4th Street **PHILADELPHIA**



I Want Your Oldest Typewriter

Oiled with "3 in One." Stops the rattle, makes every action point smooth and sure—cleans and polishes all the rods, letters, keys, so machine looks like new. Don't buy a new machine till you know what "3 in One" can do for your old one. Write for generous sample and special typewriter circular—both free.

G. W. COLE COMPANY

100 Washington Life Building, New York City

KEEP TRACK WITH TACKS



THE Map and Tack System. The only system whereby you can keep in close touch with your out-of-town business. Endorsed by up-to-date business men. Adaptable to all lines.

Send for price list and our **FREE** box outfit demonstrating the value of the system.

JOHN W. ILIFF & CO., 350 Wabash Ave., Chicago

PENMANSHIP

Thoroughly taught you at home by mail during some of your spare time. A good handwriting has proved a fortune to thousands. Mills's Correspondence School of Penmanship is the most thorough and practical institution of its kind. Mr. Mills, who teaches every student, is conceded to be the finest penman in America. Send stamp for full particulars.

E. C. MILLS, Penman, 195 Grand Ave., Rochester, N. Y.

MUSIC LESSONS FREE

at your home. For a limited time we will give free, for advertising purposes, 96 music lessons for beginners or advanced pupils on either **Piano, Organ, Banjo, Guitar, Cornet, Violin or Mandolin** (your expense will only be the cost of postage and the music you use, which is small). We teach by mail only and guarantee success. Established seven years. Hundreds write: "Wish I had heard of your school before." Write to-day for booklet, testimonials and free tuition blank. Address: **U. S. SCHOOL OF MUSIC, Box 19G, 19 Union Sq., N. Y.**

Please mention The Business Man's Magazine when writing to advertisers.

The state rightly compels children to go to school. When they come home, they work with their parents. And it is these children who, when they grow up (that is to say, those who do grow up) form one of our latter-day problems. If child labor is the necessary concomitant of our modern civilization, well may books appear with such titles as one recently issued in London: "Civilization, its Cause and Cure," for a cure is sadly needed.

Most business men are altogether ignorant of the extent and widespread nature of the sweating evil, and are themselves the involuntary employers of such labor. Here is an instance.

Mr. Chiozza Money, the member of Parliament for North Paddington, who is on the staff of the London Daily News, visited a miserable garret in the East End, in which were being made under the worst possible conditions, match-boxes for a Liverpool firm and tin-tack boxes for a Birmingham firm. He published an account of his visit, mentioning the names of the firms, the one in Birmingham being one of the largest and best known houses in the country.

From correspondence which arose, it appeared that both firms were entirely ignorant of the fact that the boxes used by them were made anywhere else than in the workshops of the firms of whom they ordered them, and one house was so much impressed that it sent a donation for the use of the wretched women and children it had at secondhand been oppressing.

In regarding the sweating system, three facts stand out prominently. One is that sweated labor is apparently bound up inseparably with home labor, the two terms being almost synonymous.

Here is something on which the well-meaning individual who loudly laments the decay of home industries and the rise of the ugly factory, would do well to ponder. Under the much maligned factory system the workers' condition steadily improves; the factory is under inspection, and it would be impossible to employ large bodies of workers at a starvation wage without it becoming generally known, besides which the mere fact that several hundred individuals work together, renders co-operation and association on their part practicable.

The second striking fact is the large proportion of articles of which women are the principal purchasers, that figure among the list of goods produced by sweated labor. True, it is that military accoutrements and men's clothes appear in the black list, but quite 50 per cent of the articles fall under such headings as millinery, baby linen, and other adjuncts to femininity.

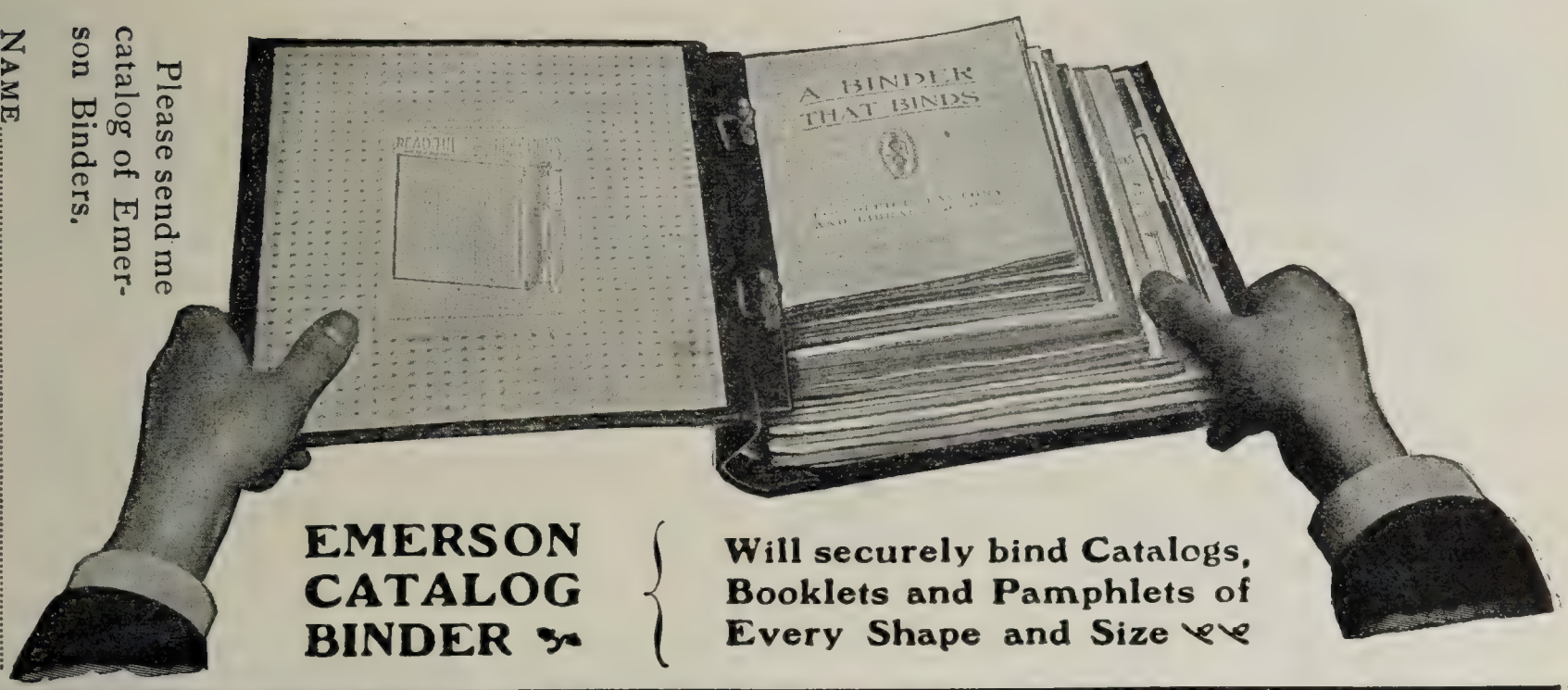
The third point (which need not be referred to further) is that sweated labor by no means necessarily denotes unskilled labor; if anyone doubts this, let him try his hand at, say, artificial flower making.

It is a strange thing that women being the principal sufferers by the sweating system, it is just women who are indirectly the principal supporters of the evil. The desire for a bargain is innate in the female breast, and is fostered by the periodical sales "at much below cost" with which all stores gladden the hearts of their patrons. The sweating system is in part to be attributed to the rapacity of individual employers, but is in a greater measure due to the modern craze for cheapness. Matches, safety-pins, hair-pins, and the like, are sold at prices much too low to admit of a living wage being paid to the miserable beings who make the boxes which cover them, leaving the articles themselves out of question, so that it is really the community at large which is the sweater par excellence. It is an unpleasant thought that, in order that my lady fair may be able to purchase a hundred hair-pins done up in a nice box, for the equivalent of two cents, some miserable women and children should be working ten hours a day amidst surroundings of indescribable filth to earn the 15 cents on which they have to keep body and soul together for 24 hours.

It is hard to see the remedy for this. People naturally buy in the cheapest market, and the heirs of the merchant who does not accept the lowest tender for the same class article, are not likely to have to disburse much in the shape of succession duty.

Moreover, if a business man were wilfully to accept the higher tenders, has he any guarantee that the difference would go into the pockets of the unknown workers?

In the United States the "Consumers Leagues" have done good work, and a similar organization is now being formed in France. In the United Kingdom such attempts have not hitherto obtained the support of the leaders of fashion, but now that royalty, and consequently society, have displayed so much interest in the exhibition



Please send me catalog of Emerson Binders.

NAME.....

ADDRESS .....

EMERSON CATALOG BINDER

Will securely bind Catalogs, Booklets and Pamphlets of Every Shape and Size

The **EMERSON BINDER** will bind everything that can be bound in the office—The Home or the Library.

There is a size and a style suited to every purpose—need and requirement. There is not another binder so simple—so efficient—so free from complicated mechanism.

The **EMERSON BINDER** will hold a single thin sheet of typewriter paper as firmly and securely as 100 or 500 sheets.

It is never thicker than the thickness of its contents plus the covers. It has no awkward metal parts or clumsy three or four inch back.

The **EMERSON BINDER** can be made to receive the contents of any file. It is admirably suited to serve as a transfer binder with a loose leaf system and its cost compared with those ordinarily used is fractional.

And besides this the **EMERSON** has many other distinct and valuable uses which are listed in our catalog. Simply fill out the enclosed coupon and mail it to us TO-DAY.

THE BARRETT BINDERY COMPANY

178-180 Monroe Street **Chicago, Illinois**

Macey

Inter-Inter

Filing Cabinets consist of outer cabinets or shells with all the practical kinds of office filing devices made in skeleton units to fit inside—and made interchangeable one with the other. Not only the most compact but the most flexible filing system ever produced. A single cabinet is capable of 247 usable combinations. New requirements may be met instantly by a re-arrangement of the filing units without destroying uniform appearance of the cabinets—the shells remains the same. Quarter Sawed Oak. Velvet Golden Finish. Cast Brass Trimmings.

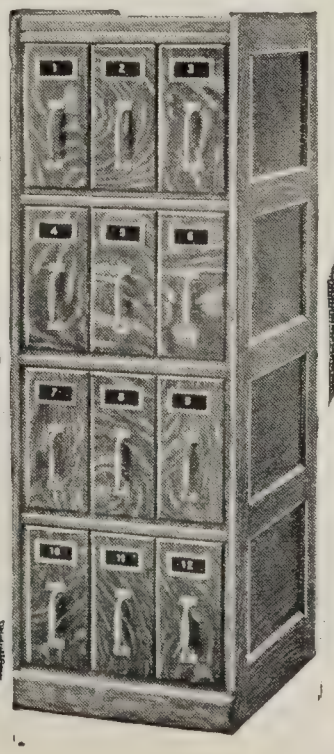
ONE OF MANY

The No. 18 Cabinet shown in cut contains 12 filing drawers for legal documents. A very popular style in general use by railroads, attorneys and others. This Cabinet contains a total available filing space of 210 lineal inches, which is more than any other cabinet made of same number of drawers.

Price, complete, $21.00

Through dealers or direct from factory, freight paid east of Montana, Wyoming, Colorado and New Mexico. To points in and west of these states add 15 per cent.

Ask for Free Catalogue No. E-4206



The Macey Co.

GRAND RAPIDS, MICHIGAN

FORMERLY THE FRED MACEY CO., Ltd.

RETAIL STORES:

New York, ... 343 Broadway
Chicago, ... 80-82 Wabash Avenue
Boston, ... 49 Franklin Street
Philadelphia, . . 1017 Chestnut Street

already referred to, it is hoped that the necessary impetus to the movement has been found.

In some of the British colonies, Wages Boards have been instituted, which have met with marked success. Sir Charles Dilke has been trying to get a bill through Parliament which will render the formation of a Wages Board compulsory, on the request of any trade union or council, or any six persons who are either employers or employed in one trade in any one district, such Wages Board to have the power to fix a minimum wage to be paid for that class of work in the district. This would achieve much.

Consideration of the whole subject, however, makes it clear that it is home labor which will have to be tackled before sweating can be satisfactorily coped with. Where people work in their own homes, union or concerted action on their part becomes well-nigh impossible, and child labor is sure to creep in; and while, in view of what has already been said, it is apparent that the gradual decay of home industry and its replacement by the modern factory system are to be welcomed, it should be pointed out that some competent observers are by no means sure that this change will proceed much farther.

In a recent isue of The Economiste Francais, a distinguished French economist expressed the opinion that the turn of the tide had already been reached. Certain it is, that the easy and cheap transmission of electric and other forms of energy is likely to bring about a counter revolution in this direction, and one of the features of the Exhibition of Textile Industries now being held at Turcoing, France, is the representation of some family workshops fully equipped with electrical motive power, which may well cause one to pause before prophesying the rapid extinction of home industries.

In some of the United States, e. g., Michigan, Pennsylvania, Maryland, Wisconsin, inspection of the place of abode of the home workers is assured by laws which render it illegal for an employer to give out work unless the worker produces a license certifying that his or her home has been inspected and found to be clean, not overcrowded, and in suitable condition. Here, again, the United States have led the way, but very much more remains to be done, and in his own, as well as in the general interest, every business man should urge and support legislation that will remedy this foul excrescence at the root of trade. "Men must work and women must weep," but for heaven's sake, let us make our profits without oppressing the children.

Keeping Your Word.

A middle-aged man who has succeeded in establishing a lucrative business, one in which he deals with many persons and often comes in contact with them, says that the strongest feature of his success that he can acclaim is that he made it a point to always keep his word. When he began business in a modest way he determined to do that, for he believed that it was better than any minor strategy often employed by men in dealing with their fellows.

Often in the beginning it would have been much more profitable and much easier to resort to subterfuge, but he was looking toward future rather than present results. By and by, as time passed, his reputation for keeping his word with customers grew, and this very circumstance acted as a safeguard to integrity. There was no longer danger that "tricks of the trade" would be substituted for candor. On this basis the business grew to large proportions, and the public came to recognize the value of the treatment that emanates from the dwelling place of such a principle.

"Keep your word, no matter at what cost," is the advice of this man to the aspirant for a successful career.—*New York Commercial.*

Note That Was Easy in Its Terms.

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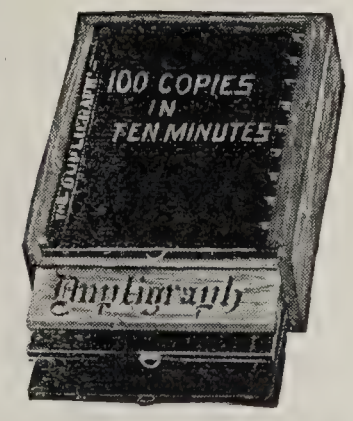
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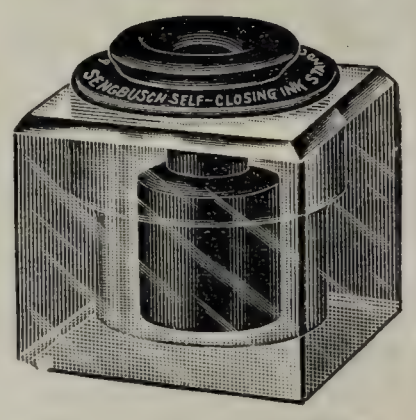
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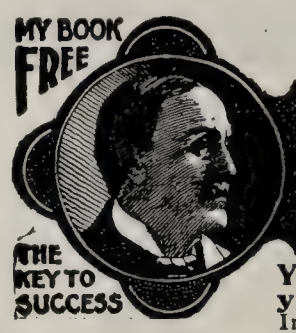
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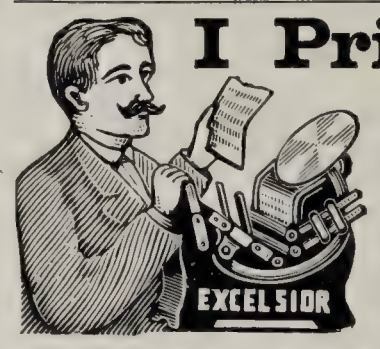
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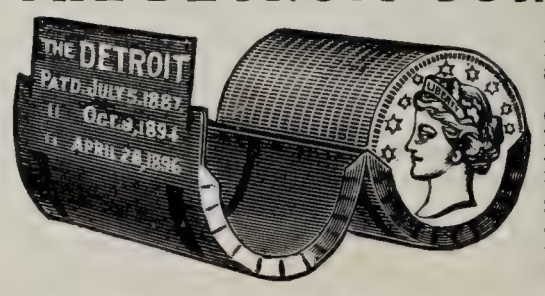


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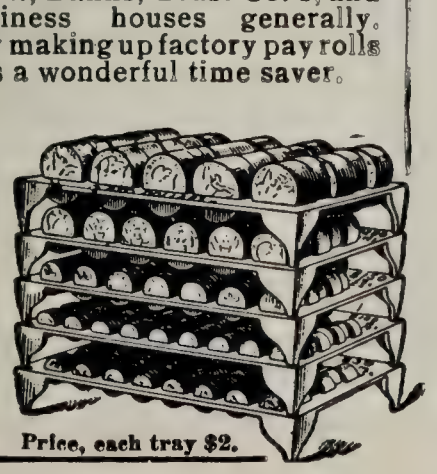
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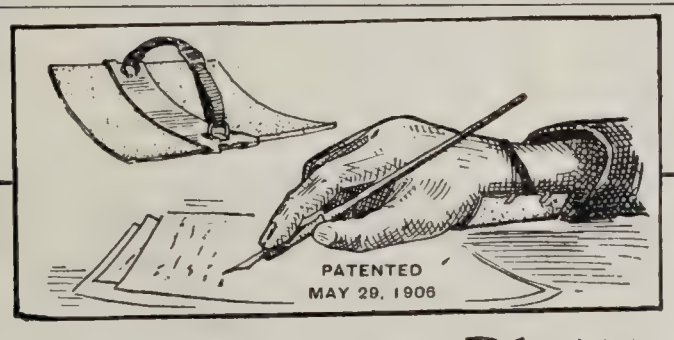
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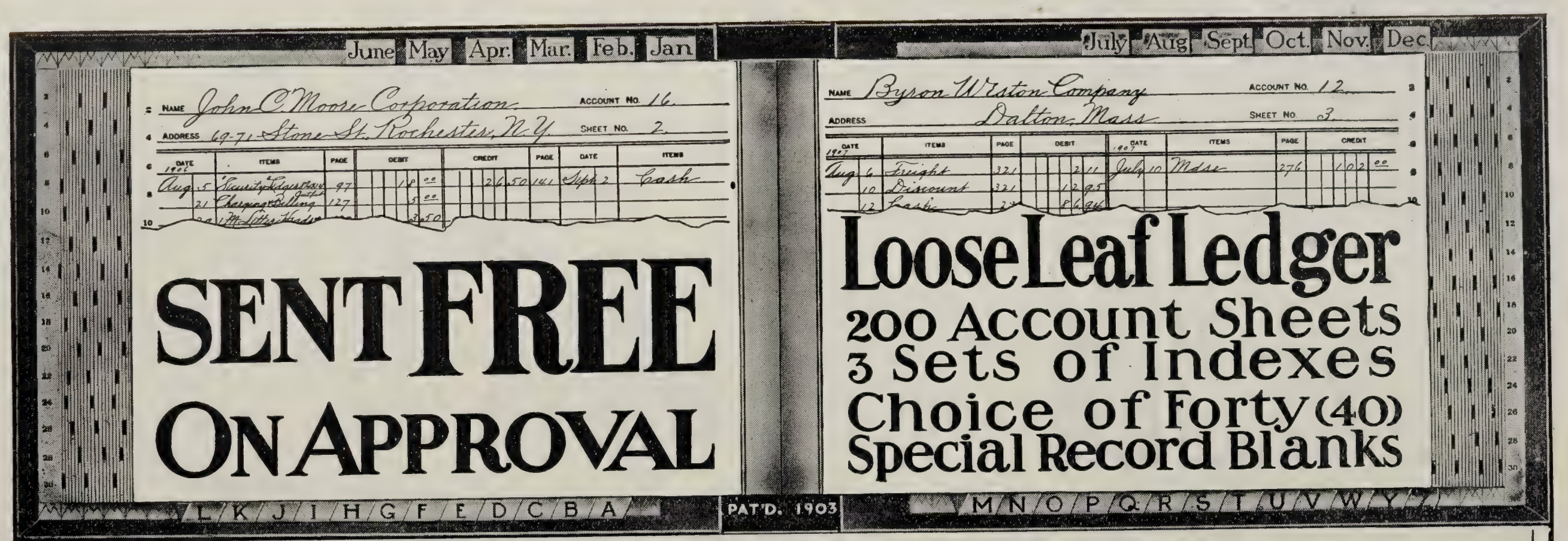
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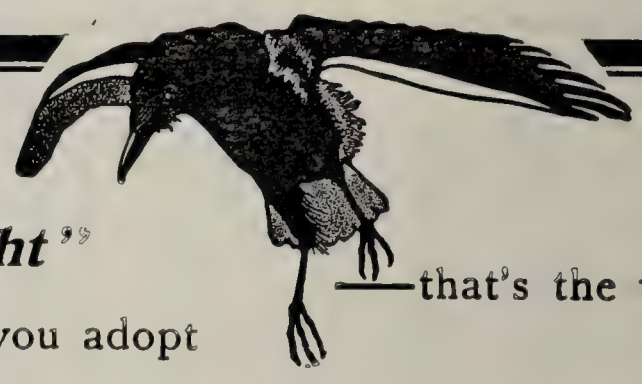


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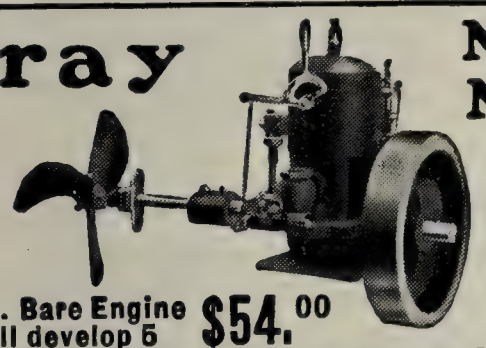
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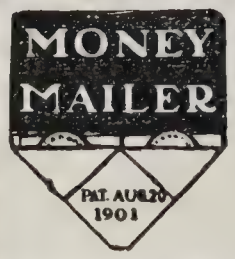
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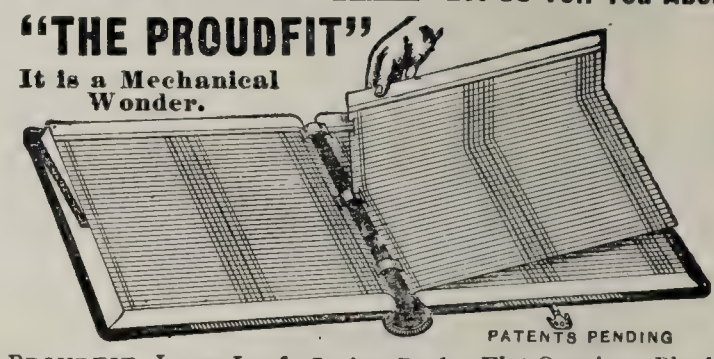
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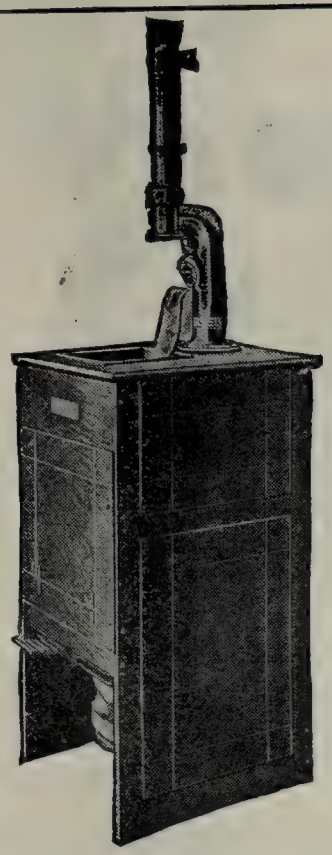
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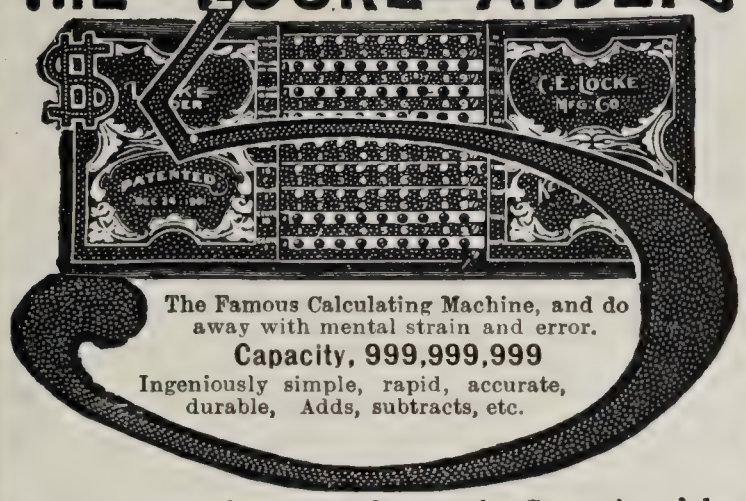
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—Or, if you are in a position to give us your whole time, you can, if you will, make $300 a month or more—$3600 a year or better.

That sounds good, doesn't it?

The proof that these figures are conservative is furnished by the experience of hundreds of those who are now selling Oliver Typewriters in exclusive territory.

The OLIVER Typewriter

The Standard Visible Writer

is compact, swift, durable, versatile. It is a *visible* writer. Its *alignment* is perfect. Its *manifolding* power is *enormous*. No other machine possesses such wonderful *adaptability* to every possible requirement of the business world.

It's the machine for speed, for accuracy, for beautiful, perfect work. It's a masterpiece of mechanical construction.

Great as our business is, it is still in its infancy. A man can start in with us now and build up a business of his own that will yield increasingly large returns with each succeeding year.

An exclusive territory contract in the hands of a wide-awake, aggressive man is a valuable asset.

Applications for territory are pouring into our office rapidly from every section of the United States, and if you wish to become a local agent for the Oliver it is *imperative* that you write *at once*.

Decide quickly and get your application in by the *first mail*.

Every tick of the clock lessens your chances.

Address

THE OLIVER TYPEWRITER COMPANY, 149 Wabash Ave., CHICAGO

Every Man a Man *and* No Men Machines

In other words, Don t be an Adding Machine,

—buy one—

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It's true that the Universal is a 3-man-power machine, but with all the labor-saving machines in the business world today, the scarcest commodity and the one most in demand, is men with the capacity for initiative. So, let every employé insist that a Universal shall be a part of the office equipment for with such an assistant he will have time to display his ability for original work.

"Why a Universal Adding Machine?"

Because,—oh, for a dozen reasons. Write for them or ask for a free test of the Machine in your own office for 30 days. It costs nothing. Write today and remember while it's coming, that the Universal began where other machines left off, it's leagues ahead. For instance, "It prints those *red* totals." But,—write for the machine we offer *free*.



We make Universal Adding Machines to operate by hand or electricity

Universal
Adding Machine Co.

General Offices and Factory
3805 Laclede Avenue, St. Louis, Mo.
Sales Offices in all Principal Cities

A 1048

REG. U. S. PAT. OFFICE

The BUSINESS MAN'S MAGAZINE

AND THE BOOK-KEEPER

E. H. BEACH, EDITOR

OCTOBER, 1906

PRICE 10 CENTS



ROCHESTER, THE FLOWER CITY

THE BOOK-KEEPER PUBLISHING CO. LTD.

NEW YORK BOSTON DETROIT, MICHIGAN CHICAGO LONDON

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YOUR only proof of any statement you may have made in writing is embodied in your File Copy

Can you afford an inaccurate copying method?

¶ As the Manager glanced over the letter he was about to sign he noted that an important phrase had been omitted, thus changing the entire meaning of his statement.

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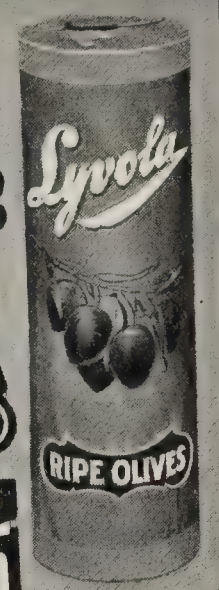
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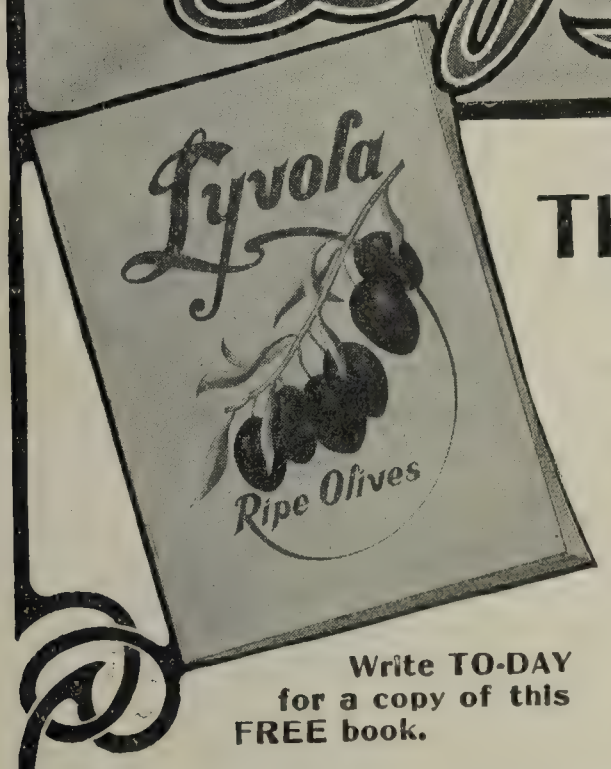
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Lyvola RIPE OLIVES





Write TO-DAY for a copy of this FREE book.

This Free Book Tells About a New Food

Lyvola Ripe Olives is a new food product containing 58 per cent. more nutrition than eggs. One quart of **Lyvolas** equals in food value three pounds of the best meat.

You know what green olives are, but unless you have lived in California you don't know what **ripe** olives are.

There's a big difference.

There's as much difference between a green olive and a ripe olive, as there is between a green watermelon and a ripe one, or a green and a ripe anything else.

The green olive—the olive you know—is a condiment—an indigestible pickle. It is picked green and in that state it has no nutritious properties. It is injurious to the stomach, overtaxes the kidneys, and you eat it only because you've acquired the habit.

The ripe olive—the olive you don't know—is a perfect fruit-meat, rich in nutriment and health making properties.

To most people the food value of the ripe olive will be a revelation. According to the analysis made by the U. S. Government Ripe Olives contain 75 food units, while eggs contain only 48, chicken 19, and milk 13.

Lyvolas represent the first successful attempt to give a perfect ripe olive to the public.

What is known as the Mission olive has been picked ripe and pickled in salt brine, and has been used in a local way in California for many years. But nobody ever ventured to pack them for the market, for the simple reason that it was not thought possible to do so in a way to make them retain their rich, nutty flavor, and their natural crispness and solidity. And all these years the market has been held by the green olive.

Everybody admits the food and medicinal value of pure olive oil. About this there has ceased to be any controversy. A quart of **Lyvolas** contains a third of a pint of absolutely pure olive oil. When you eat **Lyvolas** you get your full quota of olive oil, and you get it pure. You get it also in disguise, for there is nothing about the taste of **Lyvolas** that suggests oil. They are not greasy or oily in any sense. They have a rich, nutty taste unknown to any other food.



In **Lyvolas** we have added a new food to the granary of the world—a food for the well and healthy, and a builder up for the poor in flesh. **Lyvolas** are ripe olives with every oil cell fully developed and intact; they are the sun-kissed fruit from the choicest orchards in California, preserved by a process that brings them to your table an absolutely pure food.

If you would know more about this natural life-giving food, now for the first time ready to be placed on your table

WRITE FOR FREE BOOK

It is beautifully printed in colors and finely illustrated. It tells you about olive culture in general and about **Lyvolas** in particular. It is interesting from cover to cover. You will prize it for the information it contains. It is absolutely free, and will be sent, postage prepaid, for the asking. Write for it today, as we expect to distribute only a limited quantity of these books.

LYVOLA OLIVE COMPANY

Dept. 200 F, ROCHESTER, N. Y., U. S. A.

SPECIAL NOTICE—You cannot buy **Lyvolas** from your grocer. If you want to place this delectable dainty on your table, write to us direct.

THE SYSTEMATIZER

working either in a public capacity or confining his services to a single establishment, enjoys a larger income than is received by 90% of the best paid clerical or executive men

The demand for trained systematizers—men who have learned the science of business organization—is far greater than the supply. Such men experience no difficulty in securing lucrative positions, while those who engage in the work professionally soon attract as many clients as they can successfully serve.

Many of the larger business concerns employ permanently a competent systematizer to study their business methods—stop the leaks—work out the most simple plans—perfect the business organization. It **pays**—a systematizer who knows his business will save many times the liberal salary paid him.

Smaller firms find it advisable to call in the public systematizer. His charges are usually based on the time required to examine the business and install complete working systems, but the result of his work is a permanent saving. One of our systematizers recently worked six days for a manufacturer, charging $300.00 for his services; but his systems reduced the pay roll $150.00 a month—a permanent saving of $1,800.00 a year.

Systematizing can be learned by means of the COURSE in SYSTEMATIZING, conducted under the personal direction of Mr. J. B. Griffith, who has, with the assistance of our experts, perfected the **only practical plan of teaching systematizing and business organization offered by any institution.** No other educational organization is prepared to offer such thorough instruction in the subjects embraced in this course.

Like other business subjects, the only practical way to learn systematizing is by actual practice—actually systematizing a business;—and that explains the success of our course. Not only are you taught the theory—the principles of systematizing,—but you are required to apply those principles—to systematize a business. This gives you actual experience. And while you are gaining this experience, you receive the advice and assistance of men who are making systematizing their life work.

Our personal service plan insures practical results. While you apply the principles taught, your work—your system—is reviewed by our expert who has made a special study of systematizing for that department of business to which your lesson is confined. He will show you where you have failed to secure the best results;—he will tell you how the system can be improved.

The Course in Systematizing has not been allowed to grow stale. Constant investigation keeps our experts up-to-date in all that pertains to business methods—and by frequent revisions the course keeps pace with advanced ideas. The course has recently been revised and enlarged,—new books have been added and the revised instruction papers handsomely bound. **Every student now receives bound volumes of the complete course in systematizing as soon as he enrolls.**

We want as students men of brains who have not learned all there is to know about systematizing, but are willing to learn;—men who earnestly desire to advance and are willing to prepare for advancement. If you are interested, fill in and mail the coupon and we will send you our handsome catalog with full particulars of our plan.

INTERNATIONAL ACCOUNTANTS' SOCIETY, Inc.
92 W. Fort St. Detroit, Mich.

I am interested in your plan of teaching systematizing.

Name .....

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TRADE TENGWALL MARK
REG. U. S. PAT. OFF.

Ask for Samples

of Our Monthly Statement System.

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WE DEVISE FORMS

Constituting a complete *Administrative System* for any line of business

¶

TEN YEARS OF SUCCESS DEVISING SYSTEMS AND MANUFACTURING FILES, PRICE BOOKS, BINDERS, LEDGERS AND LOOSE LEAF DEVICES IS OUR HISTORY

Ask to see our STOCK FORM LEDGER LEAVES—we sell them at close prices

THE TENGWALL COMPANY

1413 E. Ravenswood Park, Chicago **20 Thames St., New York**

WE originated the successful Loose Leaf Systems of the modern business world.

¶ We were first in the field and have been foremost from the start.

Baker-Vawter Devices

are above all practical and suited to the multiplex requirements of office and shop. This means also that they are durable and mechanically right.

¶ They are better now than they were when they were given the Highest Award Gold Medal at the Louisiana Purchase Exposition, St. Louis, 1904.



Gold Medal, St. Louis

Baker-Vawter Company

Chicago **New York**

Please mention The Business Man's Magazine when writing to advertisers.

THE BUSINESS MAN'S MAGAZINE

AND

THE BOOK-KEEPER

Official Organ International Association of Office Men

Edited by E. H. BEACH

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"Entered as Second-Class Matter January 9, 1905, at the Postoffice at Detroit, Michigan, under the Act of Congress of March 3, 1879."

PUBLISHED MONTHLY BY

The Book-Keeper Publishing Co., Ltd., The Book-Keeper Building **Detroit, Mich.**

Department of Classified Advertising

Classified advertising has become an important factor in the monthly magazine. It gives the small advertiser a national circulation at a much smaller cost than can be obtained in any other way. To the advertiser who has confined himself to "liners" in the daily or Sunday newspaper, the Classified Department of THE BUSINESS MAN'S MAGAZINE opens a vast field.

The Classified Department is primarily for the small advertiser who wishes to expand his territory, and for the advertising of those articles the profit on which does not warrant the expenditure of the sum necessary for the purchase of large space. The man who has a specialty which sells well locally can, through the Classified Department, build up a mail order trade that will soon warrant large display space.

Grouped with other advertisements of the same class, a four-line announcement is sure to be more effective than would the same advertisement if sandwiched between larger copy. When a reader turns to the classified column he reads not one, but all of the advertisements.

Advertisements in this department are classified under the following heads:—Agents Wanted; Architects; Books; Business Opportunities; Educational; Games and Entertainments; High Grade Help; Office Equipment; Post Cards; Publications; Real Estate; and Miscellaneous. Other classifications will be added as required.

A four-line advertisement (the smallest accepted) under any of these classifications costs $4.00 for each insertion. Additional space up to 12 lines $1.00 per line, payable in advance of publication. Allow eight words to a line including the address. Orders and copy should reach us on or before the 20th of the month preceding date of publication. Address all communications to Classified Department, Business Man's Magazine, Detroit, Mich.

Agents Wanted.

A BRIGHT YOUNG MAN wanted in every town of 2,000 and over. An hour's work each day or more. Will pay salary and commission. Address Barrett, care Business Man's Magazine.

AGENTS—A snap. Universal pocket tool; eighteen tools in one. Retails one dollar. Sells at sight. 40 per cent discount to agents. C. D. Burton, Box 816, Detroit, Mich.

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JENS C. PETERSEN, ARCHITECT, invites you to send sketch or other data of home you would like to build, stating just what is wanted and he will send sample blue prints. 800 State Bank Bldg., Traverse City, Mich.

Books.

BUSINESS BOOKS AT A BIG DISCOUNT—I can save you ten to fifty per cent on any business book. Write for cut price on any book you want. C. D. Burton, Box 816, Detroit.

Business Opportunities.

"ADVERTISERS' MAGAZINE"—THE WESTERN MONTHLY should be read by every advertiser and Mail-Order dealer. Best "School of Advertising" in existence. Trial Subscription 10c. Sample Copy Free. Address 805-A Grand Ave., Kansas City, Mo.

A FEW DOLLARS will start a prosperous mail order business; we furnish catalogues and everything necessary; by our easy method failure impossible. Milburn-Hicks, 358 Dearborn St., Chicago.

BE YOUR OWN BOSS! Many make $2000.00 a year. You have the same chance. Start a Mail-Order Business at home. We tell you how. Money coming in daily. Enormous profits. Everything furnished. Write at once for our "Starter" and FREE particulars. Address B. K. Krueger Co., 155 Washington St., Chicago, Ill.

BUSINESS OPPORTUNITY for men of business interested in a new field for making money, will find in our proposition what they are seeking. We have a New Plan in the Mail Order Line that will please those seeking a good investment with large profits. A Fortune for the right person. The F. H. Alden Co., 150 East 4th St., Cincinnati, Ohio.

"FORTUNES IN THE FOREST." Send for our free book which tells how 40 per cent and more is to be made with perfect safety by small investments in the lumber business. Better than any gold mine. If you have $10 or more a month to invest, send for the book to-day. Sent free by return mail. Idaho Lumber and Development Co., 932 Harrison Bldg., Philadelphia.

"INVESTING FOR PROFIT" is worth $10 a copy to any man who intends to invest any money, however, small, who has money invested unprofitably, or who can save $5 or more per month, but who hasn't learned the art of investing for profit. It demonstrates the real earning power of money, the knowledge financiers and bankers hide from the masses; it reveals the enormous profits bankers make and shows how to make the same profits; it explains how stupendous fortunes are made and why they are made; how $1,000 grows to $22,000. To introduce my magazine, write me now, and I'll send it six months free. Editor Gregory, 416, 77 Jackson Blvd., Chicago, Ill.

MANUFACTURING PROPERTY exclusively. Any kind, Anywhere. Write me if you want to buy or sell. I can help you. H. E. Stafford. Specialist in Manufacturing Property, 1126 Banigan Bldg., Providence, R. I.

PATENTS SOLD ON COMMISSION—If you wish to buy or sell a patent write for my booklet. I have now some splendid opportunities for manufacturers and investors. E. L. Perkins, 62 Broad St., Boston, Mass.

RARE CHANCE FOR ANYONE, ANYWHERE, to secure part or all of a mail-order business which made over $100,000 in ten years. No experience and but little cash needed. B. M., Lock Box 505, Chicago.

START IN A HIGH CLASS MAIL ORDER BUSINESS. Spare time or evening at home. Big money in it. We print you either large or small catalogues with your name on them and supply good jewelry at wholesale. American National Jewelry Co., 311 Wabash Ave., Chicago, Ill.

ST. JOSEPH, MISSOURI, has natural gas 10 cents 1000 cubic feet; electricity 1½ cents kilowatt, choice sites, excellent terminal and railroad facilities for manufacturers and jobbers. Address Business Men's League for particulars and booklet.

Educational.

FULL COURSE I. A. L. higher accounting for sale, half price, on account health. Kemmer, care Business Man's Magazine.

CLERKS and others with common school educations only, who wish to qualify for ready positions at $25 a week and over, to write for free copy of my new prospectus and endorsements from leading concerns everywhere. One graduate fills $8,000 place, another $5,000 and any number earn $1,500. The best clothing ad writer in New York owes his success within a few months to my teachings. Demand exceeds supply. George H. Powell, Advertising and Business Expert, Temple Court, New York.

GET A GOVERNMENT POSITION paying $1,000.00 and upwards a year. Our book fully instructs how. Failure, if studied, impossible. Write today for full information. Frank Pergande, Publisher, 777 42nd St., Milwaukee, Wis.

ISAAC PITMAN'S SHORTHAND won the Gold Medal at Baltimore for speed and accuracy against all systems. Send for copy of "Pitman's Journal," containing report, and Trial Lesson. Isaac Pitman & Sons, 31 Union Sq., N. Y.

LEARN PLUMBING—A few months' instruction at our school will enable you to earn regular plumber's wages. We assist graduates getting positions. Illus. cat. FREE. St. Louis Trade School, 3982 Olive St., St. Louis.

PENMANSHIP thoroughly taught you at home. Send stamp for full particulars to E. C. Mills, Penman, 195 Grand Ave., Rochester, N. Y.

WANTED—Teachers for fall positions; also Tutors and Governesses:—Schools recommended to parents. Address The International Bureau for Teachers, 96 Fifth Ave., Room 2, New York City. Manhattan Building. Entrance on 15th St.

Games and Entertainments.

GAS ENGINE FOR $3.00. Attach a rubber tube to gas burner and light the gas. Will run several toy machines at once. An air cooled motor. Send for circular. Paradox Gas Engine Co., Hartford, Conn.

High Grade Help.

SALESMEN! AGENTS! BUSINESS MEN! "The Will in Salesmanship" indicates how to develop Daring, Courage, Self-Reliance, Energy, Tact, Personal Force, Brain-Power, Winning Methods of dealing with men, etc. Unique ways of using great will-power for pushing business and making sales. Nothing like it in print. Marvelously condensed instructions into 44 pages. Cloth bound, postpaid $1.26. A. L. Pelton, Meriden, Ct.

WANTED—Two good men with accounting experience to represent an old established house. Manufacturers of complete line used in every business. T. T. C., care Business Man's Magazine.

WANTED—Bookkeepers, accountants, auditors, correspondents, stenographers and general office men; also purchasing agents, traffic managers and advertising men, for positions throughout the West. Must have good record, furnish good references and not exceed 40 years of age. We make a business of securing men for western employers. For information in regard to our system and terms, address Accounting Department, Business Men's Clearing House (Estab'd 1903), 315-318 Century Bldg., Denver, Colo.

Miscellaneous.

EVERY BUSINESS MAN NEEDS IT—200 YEAR REFERENCE CALENDAR—Absolutely correct; book form; pocket size; shows day of the week in any month from 1776 to 1976. Postpaid 10c. Syndicate Publishing Co., Masonic Temple, Chicago, Ill.

HAIR FALLING OUT? HAVE YOU DANDRUFF? Our Vacuum Cap, used a few minutes each day, stimulates the hair to a new, healthy growth. Sent on trial under guarantee. Illustrated book and particulars free. The Modern Vacuum Cap Co., 577 Barclay Block, Denver, Colo.

PATENTS THAT PROTECT—Our three books for inventors mailed on receipt of six cents stamps. R. S. & A. B. Lacey, Rooms 14 to 24 Pacific Bldg., Washington, D. C. Established 1869.

Office Equipment.

$5-LESS THAN FIVE DOLLARS-$5—Our machine stamps $5 to $500 indelibly into fibre of paper. Sent prepaid by express on receipt of $5. Agents wanted. Stewart Check Protector, Chicago, Ill.

BOOKKEEPER—Use the NEW DECKER LEDGER and BALANCE combined, just out; patent label allowed Sept. 6th, 1906. The most convenient Ledger in the market; you can tell the amount a customer owes in an instant. If you want one state the size of your ledger now. For particulars address, Louis Decker, Lemoore, Cal.

Post Cards.

COMIC POST CARDS—"Let the Punishment Fit the Crime"—Original. Every one a side-spliter; 8 for 10c; complete set 25c. H. Kay, 1110 Masonic Temple, Chicago, Ill.

Publications.

FRENCH STORIES IN ENGLISH, by the famous writers, Audre Theuriet, "Gyp" and others, are contained in Young's Magazine; 15 to 20 complete snappy stories in every number; 10c for sample copy, or 25c for three months' trial. You won't be disappointed. Young's Magazine Dept., E. New York.

Real Estate.

BOOKKEEPERS AND OTHERS—Send your name, by next mail you will receive (Free) maps and 24-page booklet about the South in general and the Fruitland Colony Co., on the Ga. S. & Fla Ry. $15.00 invested will bring $50.00; look into it anyway. The information is worth $500 to anyone. Fruitland Colony Co., Dept. 62, 125 Clark St., Chicago.

LEARN THE REAL ESTATE BUSINESS FOR $1.00—Complete course in this profitable and remunerative business in "Realty Science," a text book for real estate men. Sent for $1.00 postpaid. Circular sent. Realty Science Pub. Co., Dept. M., 612 Farmers' Bank Bldg., Pittsburg, Pa.

LEARN HOW TO BUY AND SELL REAL ESTATE. We teach by mail how to become a Real Estate Broker, a profitable business that requires no capital; our course is the highest standard of Real Estate Instructions under the direction of experts; terms moderate; write for free booklet "K"—United States Real Estate Correspondence Institute, 200 Broadway, New York, N. Y.



AND SOLVES HIS PROBLEM

"Good morning, Mr. Jones. I am from the Columbia Phonograph Company."

"Take a seat, I'm somewhat interested in your Commercial Graphophone. Saw about two hundred of 'em down to Pittsburg the other day in the offices of the Westinghouse Company. Gentleman I was talking to dictated a memorandum of our conversation and it came back to him nicely typewritten in less than two minutes. Here's a copy. Struck me as a great stunt."

"Yes the Westinghouse Company uses about two hundred and fifty Commercial Graphophones in their service. Dictate everything, technical specifications, letters, telegrams—"

"Well you've got to show me. Can't understand why a man wants to dictate to a machine when he can talk to a nice girl. What's the answer?"

"Got you now, brother. There's no sentiment in business. I come along here with this proposition. If I can prove it to your satisfaction, I'll bet you a ten-cent piece, I'll get your order:—

First, I will save you *one-half* of your present expense for letter writing.

Second, I will put you in a position to dictate *anything instantly*, at any hour of the day or night and *at any rate of speed*. You need not *shout*. You can almost *whisper* your dictation.

Third, I will get you better letters; better in construction and better in diction.

Fourth, I'll prove all these claims. You are to be the judge and the jury. Your decision must be favorable before I'll ask you for a dollar."

"Now hold on a bit. Let's see what this proposition of yours comes to. First, you are going to save me FIFTY PER CENT of my present expense for letter writing. How?"

"What *is* your present expense for letter writing?"

"Let's see, about $1,800 a year; I have three stenographers."

"All right. The average stenographer *wastes three hours* per day *taking dictation* or *waiting* for it. Note the word *wastes*. The time spent by your desk with her note book and pencil *produces nothing* in her finished product—*letters;* hence it is *wasted*. We *save* you the *three* hours. They are turned into *finished product*."

COLUMBIA GRAPHOPHONE

"But, three hours out of eight is only three-eights; not a half."

"Sure, but I haven't finished figuring the saving. I have touched on only one factor, the time of your *stenographer* saved. What about *your* time? How does *it* compare in value with that of a two-dollar per day girl?"

"But how are you going to save *my* time?"

"In a dozen ways: two are enough for present proof. What happens when you want to dictate a letter now? You push that button; out in the girl's room a buzzer rings. The girl looks at the annunciator, finishes her sentence, adjusts her "pomp," looks into the mirror, picks up her note book and pencil, and after a little while appears by your desk, settles herself into the chair and gets ready to take dictation. Perhaps two minutes have elapsed between the pushing of the button and the beginning of actual note taking. *Two* minutes of *your* time *wasted*. How often is this repeated daily? We'll *save* you that and its value will very greatly overbalance the time of your stenographer saved."

"That's a good argument. Only yesterday I was saying to Smith, that I never could get a stenographer when I wanted one."

"But hold on, I have given you only *one* reason why I will save your time. The *greatest* saving of your time comes through your ability to dictate to the Graphophone at *any rate of speed*. The commercial stenographer who can write more than 80 words a minute is rare. With the Commercial Graphophone you can dictate *200 words* a minute, have every one accurately recorded and faithfully reproduced. Do you see any time-saving in being able to do *that*?"

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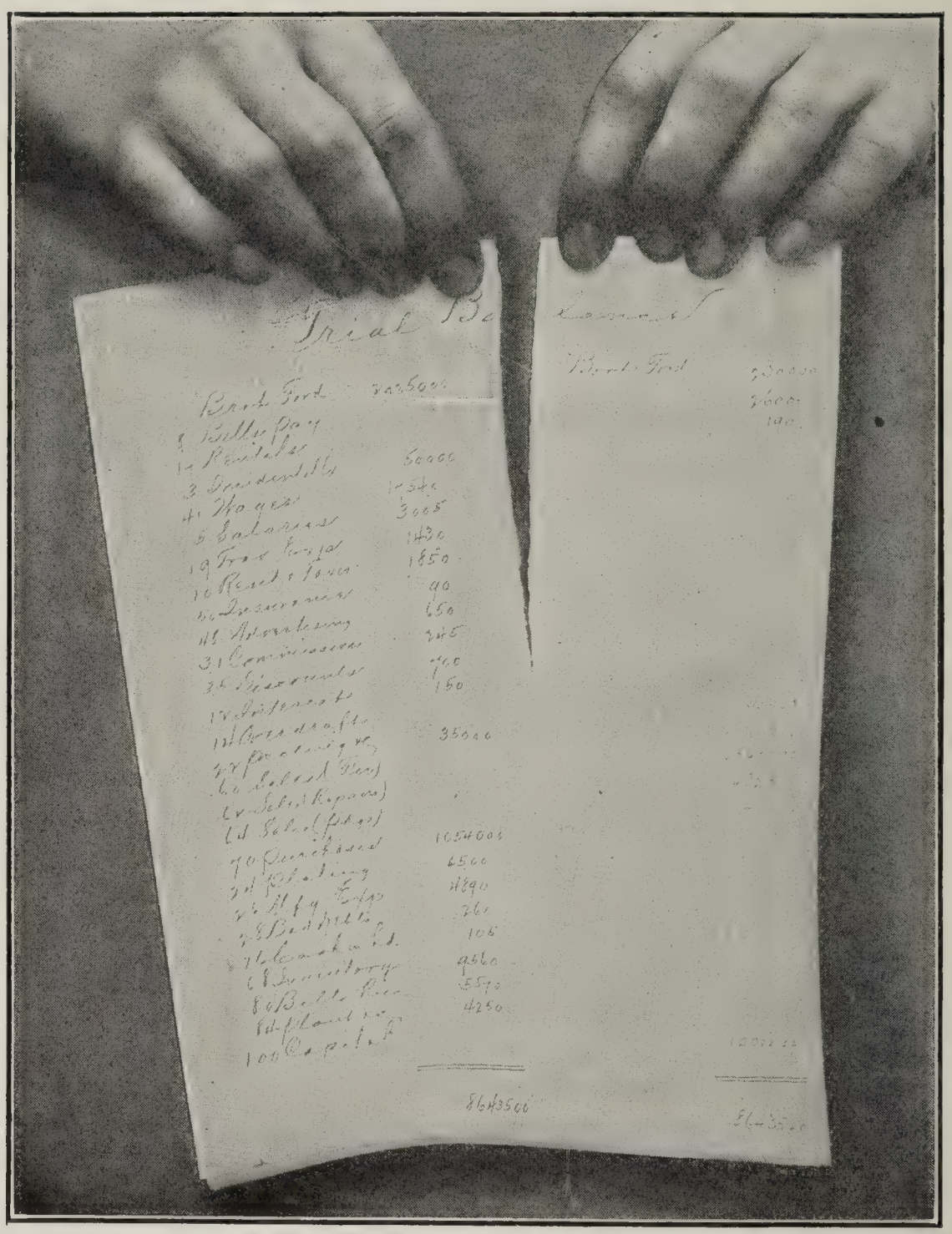
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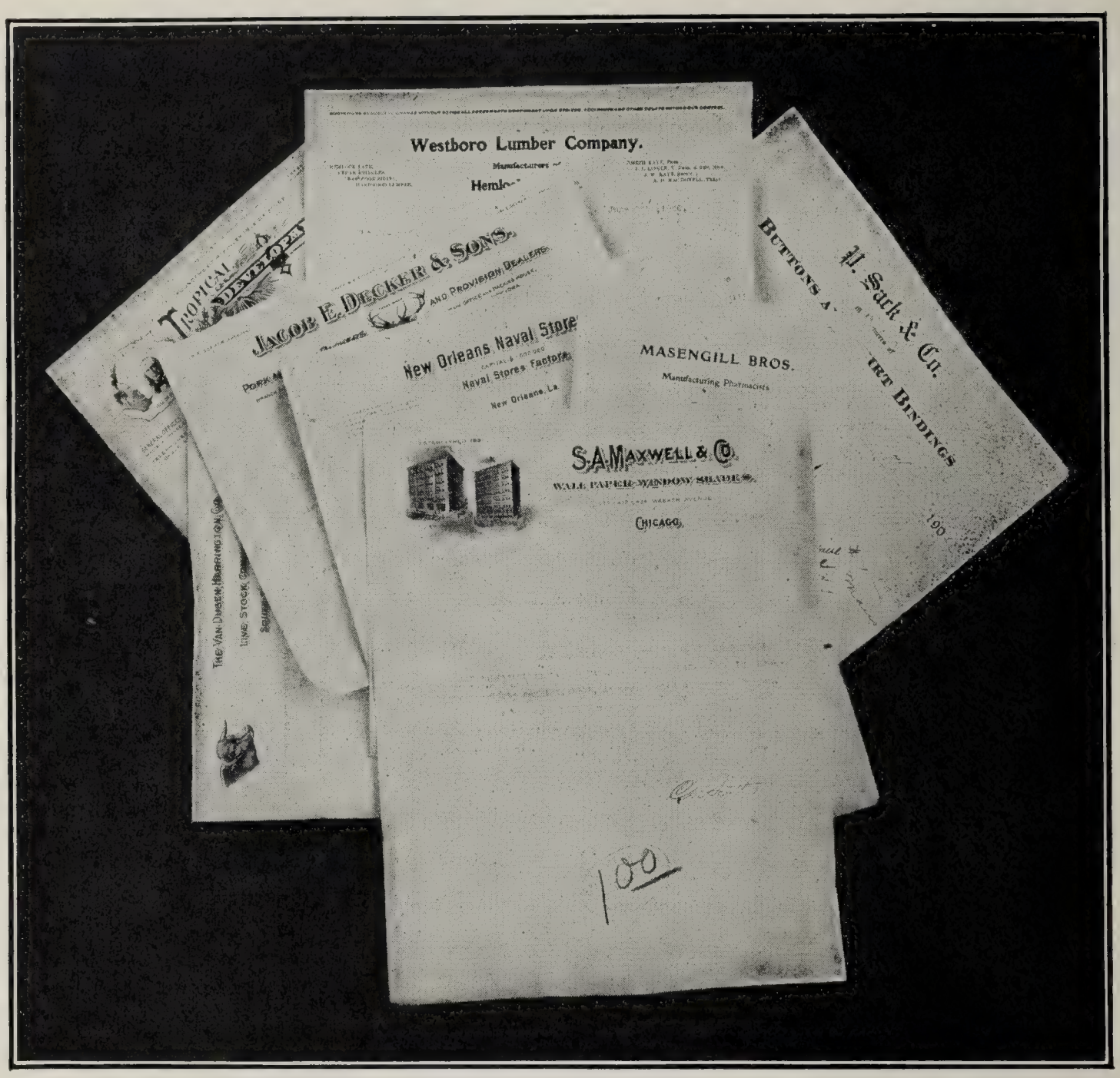
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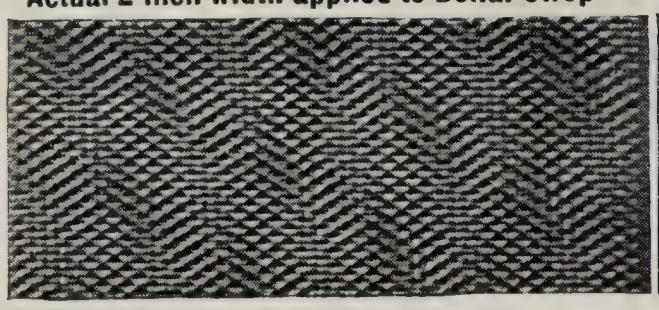
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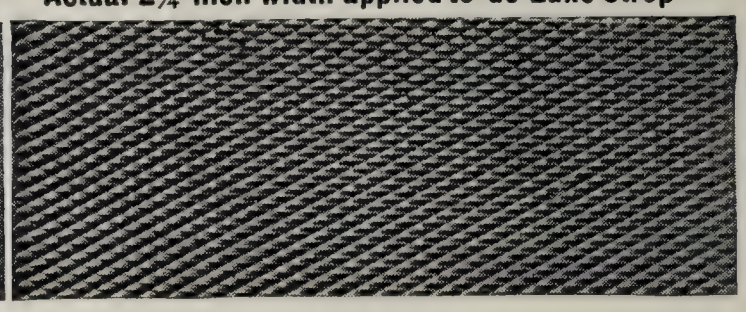
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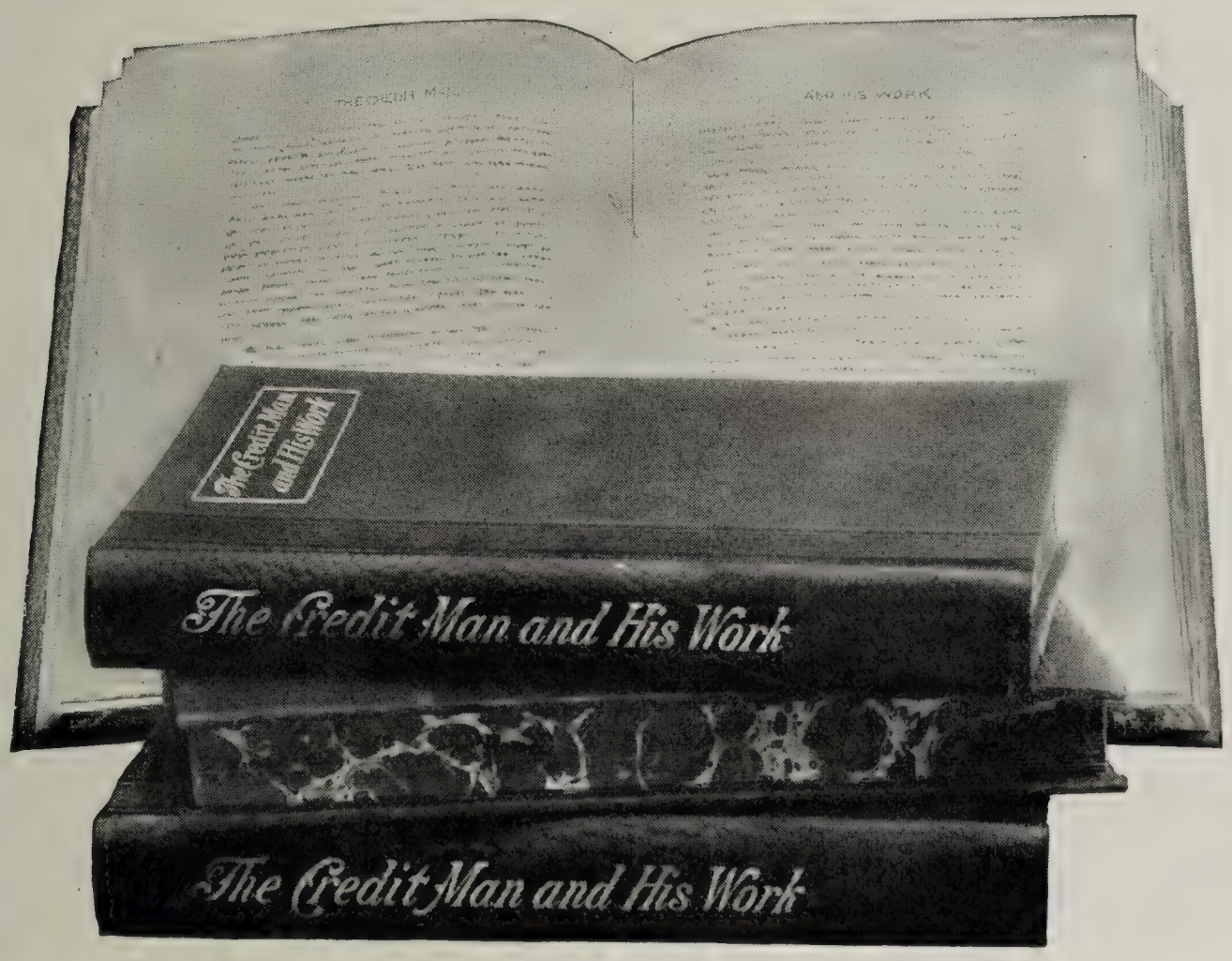
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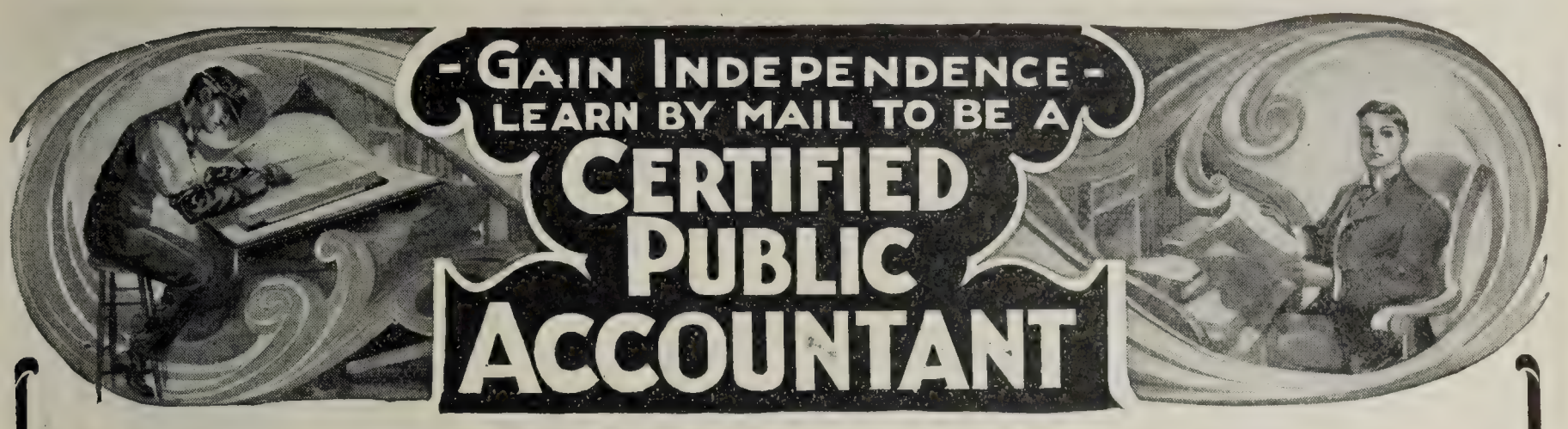
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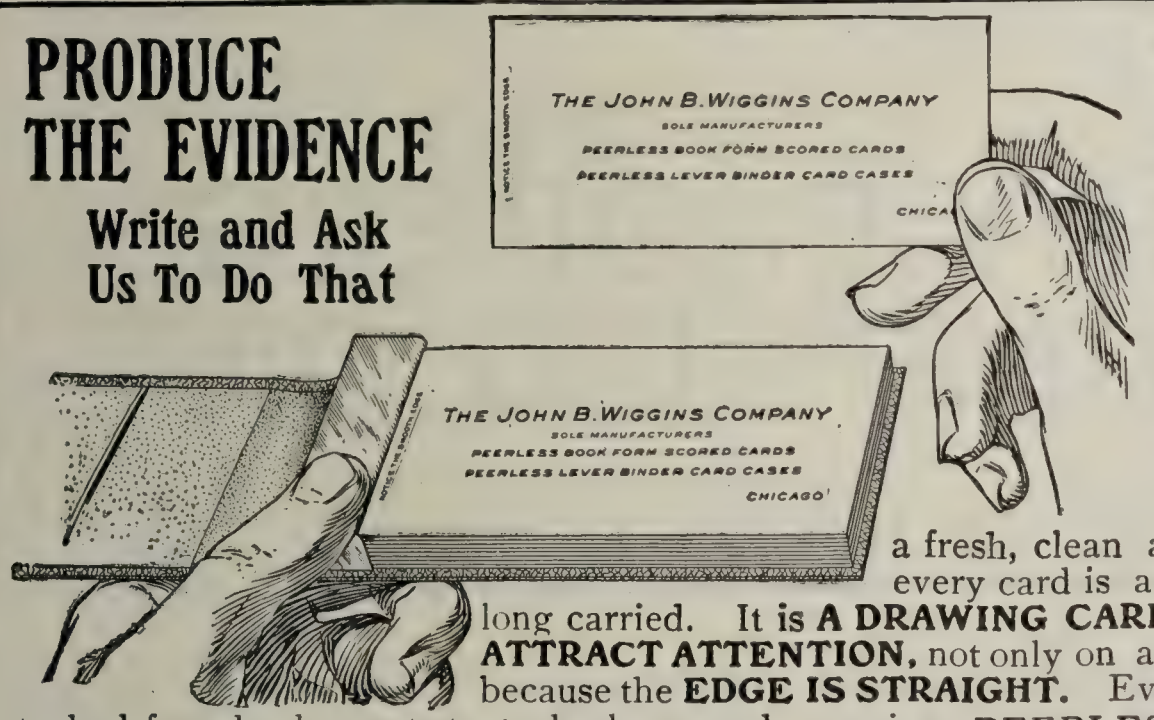
If you will write us which of the above subjects particularly interest you, we will inform you as to the exact cost of our course and the nature of our method which differs from all others; and we will explain the advantage of promptness in taking up this line of work.

Board of Instructors: EDWARD M. HYANS, C. P. A. / ARTHUR WOLFF, C. P. A. / JOHN MOULL, C. P. A. / MEYER B. CUSHNER, LL. B. — Members N. Y, State Society of Certified Public Accountants--- Fellows of the American Association of Public Accountants.

UNIVERSAL BUSINESS INSTITUTE, Inc., Dept. D, 27-29 East 22nd Street, New York City

PRODUCE THE EVIDENCE

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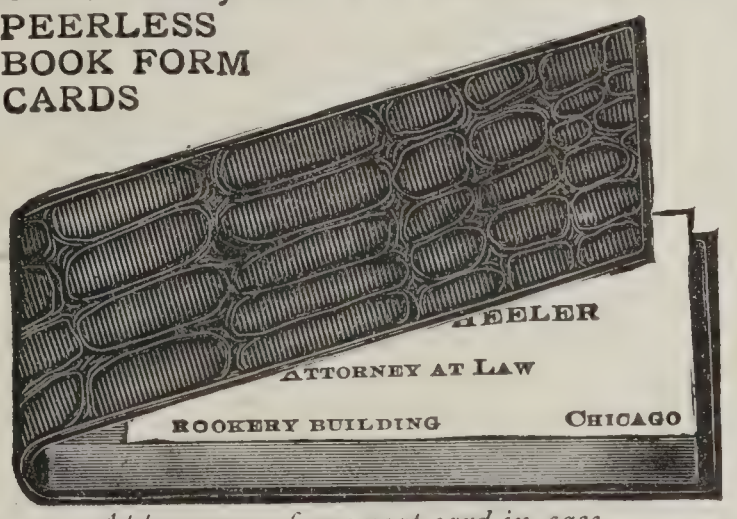


WE are anxious to send you a sample tab of our **PEERLESS BOOK FORM CARDS** that will convince you of their many advantages over the ordinary loose cards.

They are bound together in tabs of 25 each, and when card is detached from book, all edges remain perfectly smooth — no perforation whatever.

When your cards are carried loosely in case they seldom have a fresh, clean appearance. In **BOOK FORM** every card is always perfect, no matter how long carried. It is **A DRAWING CARD,** too, because it is **BOUND TO ATTRACT ATTENTION,** not only on account of its neat binding, but because the **EDGE IS STRAIGHT.** Every man who sees that card detached from book, wants to look closer and examine the card. It is then laid aside for future reference. You have gained your interview, and he has kept your card.

PEERLESS BOOK FORM CARDS



Appearance of our neat card in case.

Let us send you a sample tab of these **ENGRAVED BOOK FORM CARDS.** The result will surprise you.

THE JOHN B. WIGGINS COMPANY

SOLE MANUFACTURERS

Engravers—Printers—Die Embossers

15 and 17 East Adams Street, Chicago.

The Growth of a Shorthand Business

¶ Less than eight years ago all the business of The Gregg Publishing Company might have been transacted with "desk room." It was taught in less than thirty schools.

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¶ There must be something inherently strong in a system that reaches such widespread popularity—and there is; it must effectively accomplish the purpose for which it is intended—and *Gregg Shorthand* does.

If you are interested in Shorthand, ask for our "New Booklet" and a "First Lesson," which will be sent on request.

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Cor. Bowdoin Street,
Opposite State House

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THIS HOTEL is new and absolutely fireproof: even the floors are of stone, nothing wood but the doors.

We offer you the following rates: Room with hot and cold water and free public bath $1 and $1.50 a day. Rooms with private bath $1.50 and $2 a day. Will make a weekly rate for rooms with hot and cold water of $6 to $8; with private bath $9 to $10. Suites of two rooms with baths, $14 to $22.

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We prove extent and character of circulation and show any advertising manager proofs of results in concerns in his line.

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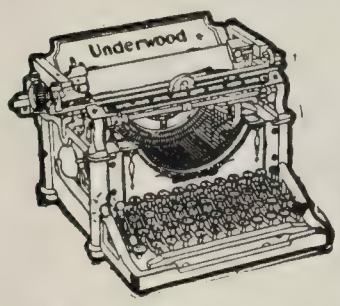
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Will stand hardest wear and is practically accident proof.
Write for our booklet and instalment plan. Agents wanted.

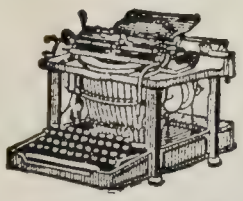
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Office and Factory: Norfolk, Conn.



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FREE our Big Bargain List. We ship C. O. D. Lowest prices in the World. Caligraphs $8.00; Visible Writers, $10.00; Remingtons, $16.00; Remingtons, two color ribbon attachment, $18.00.

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All the Standard Machines SOLD or RENTED ANYWHERE at ¼ to ⅓ M'f'r's prices. ☞ RENTAL APPLIED on price. Shipped with privilege of examination. Write for Catalog
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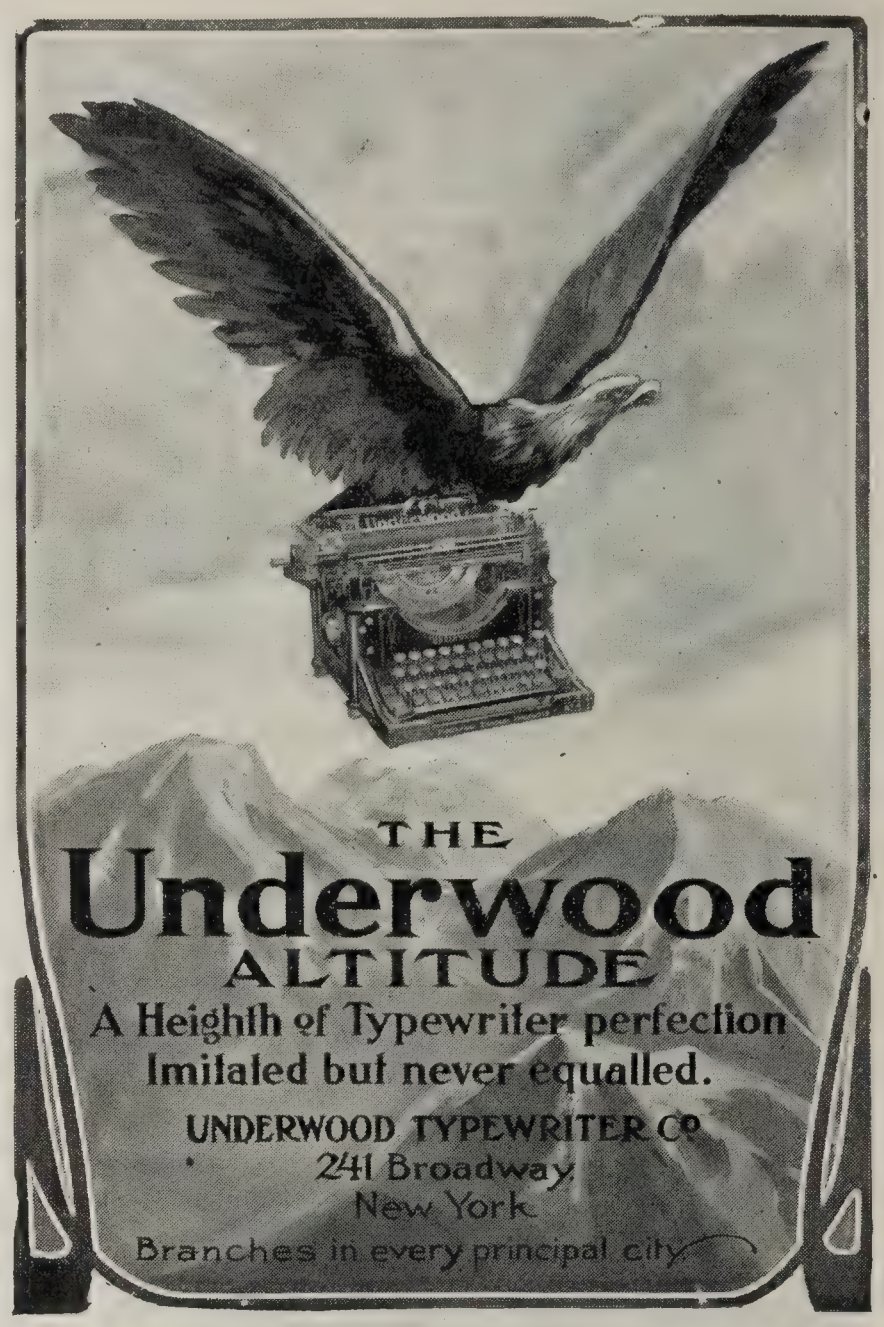
TWO MASTER BOOKS

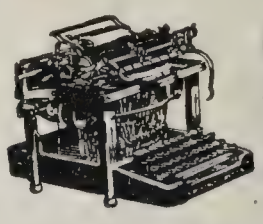
The first to give the flesh and blood practical, Self-Help facts. Knowing means Nerve, while Brains and Tongue make the forceful, successful **Masters** of things and the magnetic **Leaders** of men everywhere.

The Brain Book is based on Erbes' new muscular law of Brain and Mind Development—unit by unit. It **ends the blind use** of Mind, Memory, Will, (eating and nerve medicines do not). **$1.30** mailed.

The Word Book, or "Unwritten Meanings of Words," is greater than reference books—for learning languages; for good English; for **guarding** against the often mischievous **sense** and **psychic** influences of sounds and words. The only guide to the **choice of synonyms** published. **$2.00** mailed. Gold-coin your words. Be a live one. Send **today.**

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All Standard Makes Less Than ½ Price

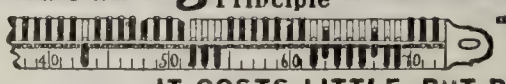
We own and offer as wonderful bargains, 1500 typewriters which have been used just enough to put them in perfect adjustment. **Better than new.** Shipped on approval, free examination. 1000 new *Visible Sholes* machines, built to sell for **$95**—our price while they last **$45.**

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The King Correct Principle Tabulator



Will add 200% to the value of your typewriter. *Fits all standard machines.*

IT COSTS LITTLE--BUT DOES MUCH.

This simple attachment will save its cost many times each week in time, labor, annoyance, stationery, etc., in making bills, statements or any kind of tabulating. With it any stenographer can do tabulating quickly and correctly. It is easy to put on--easy to operate--will not wear out--will not injure machine. I want to send you one absolutely free for trial. No obligation to purchase. If you like it send me $2.50; if not, return at my expense.

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Be sure to give make and model of your machine.



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If you use money-mailers. Send 2c. stamp for sample or 10 cents for a dozen Linley money-mailers.

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THE TYPEWRITER EXCHANGE



DO not underestimate the value of red emphasis in your letters. It commands attention not to be secured in any other way.

The New Tri-Chrome Smith Premier Typewriter

puts in the red while writing your letters in purple copying or non-fading black.

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Branch Stores Everywhere

HAVE YOU SEEN

THE NEW MODEL HAMMOND TYPEWRITER

No. 12 VISIBLE

EVERY CHARACTER IN SIGHT ALL THE TIME



¶ This instrument is full of Labor Saving Devices, right up to the minute, including **Polychrome Ribbon Attachment**—writing in two colors, and **Variable Spacing Mechanism**—changing from one to six letter spaces.

Send to our nearest representative for full particulars

THE HAMMOND TYPEWRITER COMPANY

Factory and General Offices:

69th to 70th Streets and East River, New York, N. Y.

Air Cushion Feet

Price, by Mail
$2.00 per Set



Air Cushion Typewriter Feet save wear and tear on the machine and reduce repair bills one-half. Fifty typewriters equipped with these little Cushions will not begin to make the noise of five operated without.

If you are not satisfied after a trial, return them and get your money back.

Name machine when ordering.

The Typewriter Pedestal Co., 918 Hammond Bldg., Detroit, Mich.



NO other school in the world can show such wonderful results as those which have attended the work of The Success Shorthand School, of Chicago. Presided over by expert court reporters—men who have built up the greatest shorthand business in the world—its graduates are expert shorthand writers and are paid the princely salaries earned by experts. Afte seven months' study, and with no previous knowledge of shorthand, Chauncey W. Pitts, of Alton, Iowa, was appointed official reporter of the Fourth Judicial District of Iowa—a position worth $3,000 a year. Another graduate—D. M. Kent, of Colorado, Texas—is the official reporter of the courts in his district, and in one month did a business of $650.25. James A. Newkirk, formerly of Columbus, Ohio, and whose address is now 607 American Trust Building, Cleveland, Ohio, is one of the best known court reporters in that city, having worked as a reporter on the celebrated Ice Trust criminal cases and the Inter-State Commerce investigation of the Standard Oil Company in Cleveland.

By correspondence instruction, this school has taught beginners this expert shorthand throughout the United States and made them expert court reporters. In has perfected stenographers writing every known system of shorthand, and made them more valuable and increased their salaries. In every state in the United States, in Mexico, and in every province of Canada there are successful shorthand writers holding responsible commercial positions, legal stenographers, private secretaries to prominent people, and expert court reporters who owe their success to this school.

SOME COMMERCIAL STENOGRAPHERS:

During the week in which this advertisement was written, the following graduates secured positions in commercial work:

John S. Adams, Room 403, 127 Michigan Avenue, Chicago—a position paying him a salary of $150 a month.

W. A. Murfey, 252 Oakwood Boulevard, Chicago—a position paying him $150 a month.

M. Hecht, 3410 So. Hermitage Avenue, Chicago—a position paying him $150 a month.

These were only three of the many commercial stenographers who were trained so they could hold these good positions by this school. We have them throughout the country.

PRIVATE SECRETARIES:

The following private secretaries are graduates of this school:

Roy Bolton, private secretary to Comptroller of Illinois Central Railway Company.

Ray Nyemaster, private secretary to Congressman Dawson, of Iowa.

W. J. Morey, private secretary to Joseph Leiter, Chicago millionaire.

Edwin Ecke, private secretary to John R. Wallace, former chief engineer of Panama Canal.

Fred D. Kellogg, private secretary to John R. Walsh, Chicago millionaire.

The above are but a few of the private secretaries whom we have graduated.

COURT REPORTERS:

The following are some of the court reporters who have graduated from this school. These men and women earn from $2,000 to $6,000 a year because of their ability to write the expert shorthand we taught them:

C. W. Pitts, official reporter, Alton, Iowa.
George F. LaBree, Criminal Court Building, Chicago.
F. C. Eastman, Warsaw, New York.
D. M. Kent, official reporter, Colorado, Texas.
Miss Carrie A. Hyde, 7 Erwin Bldg., Terre Haute, Indiana.
R. L. Sanner, Decatur, Ill.
L. D. Webber, Aurora, Ind.
Gordon L. Elliott, Mason City, Ia.

W. F. Cooper, Tucson, Ariz.
W. S. Taylor, Duluth, Minn.
C. E. Pickle, Austin, Texas.
E. C. Winger, Point Pleasant, W. Va.
Miss E. C. Erb, Ogden, Utah.
J. M. McLaughlin, Burlington, Ia.

All of the above are the official reporters at the places designated, and a letter addressed to them will reach them. Aside from these we have many other prominent court reporters who are graduates from this school.

INSTRUCTION GUARANTEED.

We absolutely guarantee our instruction, giving to each accepted pupil, whether he or she is a beginner or a stenographer of years of experience, our written agreement to return all money paid us in case of dissatisfaction.

The instructors in this school are practical court reporters of years of experience. It was founded by Walton, James & Ford, the most successful court reporting firm in the world, doing a business of more than $100,000 a year writing shorthand. With them are associated Mr. Robert F. Rose, a court and convention reporter of more than twenty years' experience, and one of the best-known shorthand writers in America; Mr. W. H. Edwards, who for thirty years has been one of the leading expert court reporters in Chicago; and W. H. D. Marr, a court reporter and instructor of more than fifteen years' standing. These are the greatest experts in the world, and they teach you that shorthand with which they have been so successful. You, too, can be a successful expert writer by learning what these men know about shorthand.

No other school has at its head such an array of expert court reporters—men whose experience is worth having. No other school can show the record which this school has in the matter of successful graduates. The world's shorthand record in expert convention reporting is held by graduates of this school. When Hon. W. J. Bryan was recently given the wonderful reception in New York his speech was reported by a Success Shorthand School graduate, Mr. C. H. Marshall, who is one of the force of experts in State's Attorney Jerome's office in that city. Graduates of this school worked on the official reporting force of the Republican and Democratic national conventions in 1904. Graduates of this school delivered the transcript of the official report of the national convention of the Modern Woodmen of America in the record time of one and three-fifths seconds after the gavel fell announcing the adjournment. Graduates of this school are in demand by employers throughout the United States, who wish competent, expert help. And the best of all is, that it is just as easy to learn this expert system as it is the inferior systems.

We can teach you this expert shorthand at your home, and give you a better education in this fascinating and lucrative business than any school in the world, no matter whether it teaches personally or by correspondence.

If you know nothing of shorthand, learn this expert system from the beginning. If you are a shorthand writer, let these experts perfect you for the highest class of work. Fill out the coupon printed below and we will send you our handsome forty-eight page prospectus free of charge. If you are now a stenographer, state system and experience. Do it today. Your opportunity may come in the near future. Be prepared.

DON'T WANT HIS MONEY BACK.

CLEVELAND, June 21, 1906.

MR. W. L. JAMES,
Success Shorthand School, Chicago, Ill.:

MY DEAR MR. JAMES:—I herewith take pleasure in handing you a copy of my work on the twelfth lesson for your kind attention. Please send me Lesson No. 13.

Now that I have finished the first half of the course according to our agreement, I have the option of discontinuing or going ahead with the work. Needless to say, I have not in my relations with you encountered any conditions up to the present time which would urge me to abandon the study and I have every reason and confidence in you to believe that I will receive the same courteous treatment and kind attention in the second half of the course as I have in the past. The lessons are becoming more and more interesting and though the evenings here are exceedingly warm and unpleasant to one indoors I have been able to devote some time each night to the work, and when once started it is rather hard for me to "break away."

With kind regards and best wishes, I am, very sincerely yours,

HENRY KASTRINER.

SUCCESS SHORTHAND SCHOOL,

SUITE 210, 79 CLARK STREET, CHICAGO.

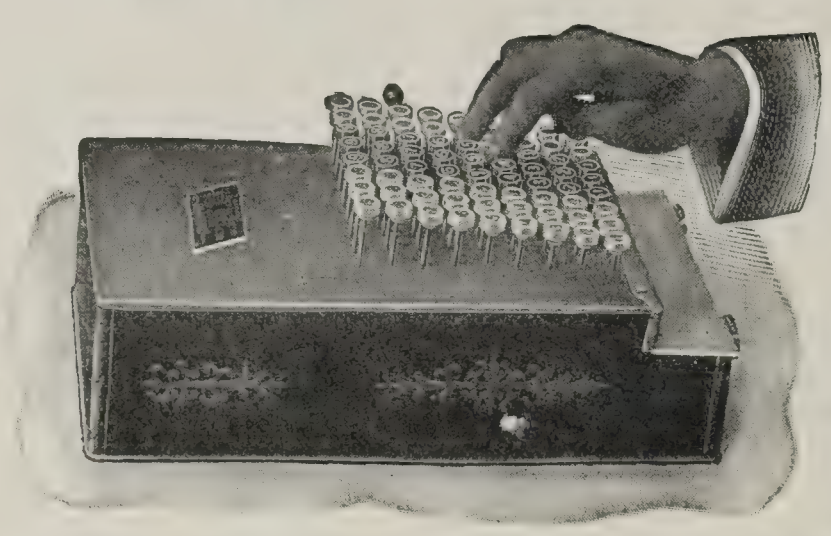
Send catalogue, copy of agreement to return money in case of dissatisfaction, and full information in regard to your school to

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Address.....

City and State.....

IF YOU COULD ONLY ADD A COLUMN



of figures with absolute accuracy in one-half the time that you now can; if you could multiply accurately six times as fast as you now can, or divide accurately four times as fast as you now can, wouldn't it mean something to you? How much would it mean in your office? Wouldn't your value to your employer be tremendously increased? Just suppose, for instance, that you could extend your office bills and figure the discounts on them, as well as the incoming bills at a saving of fifty per cent. What would that mean in your office?

If you want to know just what your increased efficiency would mean, try a Comptometer. It's quick and it's easy, and takes all the drudgery out of work.

Have you a clear understanding of the many uses to which the Comptometer is being put, and the great variety of accounting work in which it saves from 50% to 80% of the time usually required, besides insuring accuracy and doing away with headaches and overtime? If not, let us tell you about it, or better still, send a machine for you to try on your own work?

Our New Model Duplex Comptometer will surprise you. It is as far ahead of the Old Model as the Old Model was ahead of mental work.

Some repeat orders. Why did they buy more?

U. S. Navy Department	141	American Bridge Co., Pittsburgh, Pa.	23
Marshall Field & Co., Chicago, Ill.	185	Western Electric Co., New York and Chicago	60
John Wanamaker, New York and Philadelphia	51	Prudential Insurance Co., Newark, N. J.	23
Carnegie Steel Co., Pittsburgh, Pa.	64	Metropolitan Life Co., New York	24
New York Central & Hudson River R. R. Co.	52	Simmons Hardware Co., St. Louis, Mo.	24
Chicago, Burlington & Quincy R. R. Co.	78	N. Y. Shipbuilding Co., Camden, N. J.	24

For Absolute Accuracy in all mathematical calculations, and for the saving of time, you ought to use

The New Model $150 Comptometer

You cannot realize how valuable a Comptometer will be in your own business, until you try it; and to prove its worth, we will gladly arrange to place a machine in your office on trial, where you can test it in actual operation as you probably tested the typewriter before you realized its usefulness in your business.

Marshall Field & Co., Carnegie Steel Co., the U. S. Navy, the Western Electric Co., and many other commercial houses use from 60 to 185 Comptometers daily—the positive proof of their superiority.

WHY IS THE COMPTOMETER THE BEST OF ALL ADDING MACHINES?

Because it is the only machine on which a simple key touch does the work. Others have a handle that must be pulled for each item added. It takes time and labor to pull that handle. Because it can be advantageously applied to all your figuring, not to adding only. It extends bills and figures percentages as easily as it adds your ledger. No other machine is practical for all work. We have thousands of pleased customers who doubted this at one time. They tried it and now see the results in reduced expenses.

You do not need to change your office systems to use the Comptometer successfully.

Some records in adding 500 department store checks on the Comptometer, Madison Square Garden, New York, November, 1905:

Miss May Maher	**4 min. 19 sec.**	**Miss Genevieve Green**	**4 min. 41 sec.**
Miss Mae Barclay	**4 " 21 "**	**Miss Thea Swanson**	**5 " 43 "**
Miss Olive Crow	**4 " 28 "**	**Miss Anna M. O'Callahan**	**6 " 4 "**

No lever to pull; no fussing with the paper; eyes on the copy and fingers on the keys all the time. This means accuracy as well as speed.

Write for pamphlet and special trial offer. Sent, express prepaid, on 30 days free trial to responsible parties.

FELT & TARRANT MFG. CO., 55 Orleans St., Chicago, Ill.

The Business Man's Magazine

AND THE BOOK-KEEPER

E. H. BEACH, Editor.

VOLUME XIX OCTOBER, 1906 NUMBER IV

"Contest Between Monopoly and the People"

By HON. CHARLES E. TOWNSEND

"All Opinions Unite in Characterizing this as the Blackest, Boldest, Basest Discrimination in the Long, Dark Record of Railroad Offences Against the Public Interest." (See page 34)

DISCRIMINATION has always been the cardinal sin of American railways. Though the duty of charging equal rates for like service has been pretty generally upheld in our courts, there were persistent contentions, following the old English rule, that so long as the rate charged was reasonable, the shipper could not insist that his rate must be measured by that which has been allowed another shipper under another contract; and there were some decisions in this country upholding that doctrine at common law. But these decisions were generally met by statutes of the states requiring equality of treatment, and so it may be accepted that in this country the rule of equality when invoked has been commonly enforced. There were, however, comparatively few cases, and the mileage and traffic of the roads were constantly increasing by leaps and bounds, while from the beginning the compelling duty laid upon the traffic official by the directors was to earn the greatest possible revenue in the shortest possible time. The logical effect of such a condition was to subordinate in the minds of railway officials all considerations of shippers' rights to the prior immediate interest of the railway corporation.

Such conduct was, of course, utterly subversive of the true and always recognized obligation of the common carrier to serve all impartially for reasonable compensation, but without effective positive regulation either in the states or the nation, and especially the latter, for forty or fifty years. It was not unnatural that the franchises of common carriers should from the outset have been regarded by the holders as private property to be held and operated for the main object of private gain. And when the regulating statutes did come to be enacted (first in a few of the states and later in many, then the federal law of 1887, followed by the like revision of several state systems of regulations, and more recently by still more stringent laws in other states) the carriers generally continued to place their corporate interests in the foreground, and they have as a rule only receded from their untenable positions when subject to compulsion arising from judicial interpretation of statutory requirements.

Now it is plain, when the immediate interest of the carrier is deemed a primary consideration, that discrimination

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between shippers will ensue as certainly as darkness follows light, for the railway manager does not exist who, feeling unhampered by law, or able safely to evade the law, will not offer or grant a lower rate that will bring a good volume of traffic to his line which would or even might go by a competing line. This is an elementary principle in railway competition. There have been, of course, numerous other reasons: The building up of a large industry on the line while maintaining higher relative rates to smaller shippers of the same article. The granting of special rates through mere favoritism of the shipper. The filling of a large contract by the shipper if he can get a certain rate. The personal interest of the railway official in particular lines of business through direct personal holding or occasionally acquired rewards or benefits, or the fact that those holdings or personal profits vested in a relative. The tremendous pressure and force exercised by large shipping interests. These, and of course a variety of others, have all given rise to unjust railway discriminations.

Before the passage of the act to regulate commerce in 1887, the carriers were under no obligation to publish their rates in interstate traffic, and the very few state laws upon that subject had little if any bearing. They, of course, had schedules which were nominally in force, but the only real occasion for consulting them was when some general rate adjustment was to be changed, or when as members of a pool the carriers desired to observe them.

Prior to and long after the passage of that law the only injunction laid upon the traffic official was "Get business," and naturally he secured all there was to get. The lengths he felt impelled to go in the pursuit of traffic cannot be better indicated than by again referring to that iniquitous arrangement forced upon various railways by the Standard Oil Company whereby the carriers were obliged to transport that company's oil for a certain price and pay to it what over and above that price was paid by other shippers of oil whose rate must always be the tariff charge. Thus, for example, with oil at 35 cents per 100 pounds, the Standard had a rate of 10 cents and received besides 25 cents out of every rate paid by competing shippers. It got a big rebate not only upon its own oil, but upon all other oil transported by the carriers. ALL OPINIONS UNITE IN CHARACTERIZING THIS AS THE BLACKEST, BOLDEST, BASEST DISCRIMINATION IN THE LONG, DARK RECORD OF RAILWAY OFFENSES AGAINST THE PUBLIC INTEREST!

There was another form of discrimination based upon the quantity shipped in a given period. If a shipper would send over the line from certain points a specified large tonnage in, say, a year, his rate would be much less than the ordinary carload charge, and this form of favor usually existed where a particular person or company must necessarily be the beneficiary. Several cases of this character were condemned by the courts, one was the Union Pacific

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Established 1888.
LEXINGTON LEADER
Afternoon and Sunday
Samuel Judson Roberts, Proprietor.

Lexington, Ky., June 6, 1906.

Mr. E. H. Beach, Book-Keeper Publishing Co., Detroit, Mich.:

Dear Mr. Beach:—Your courteous note of May 31 is at hand and I have received the June copy of THE BUSINESS MAN'S MAGAZINE with its striking title page. I am in the midst of preparations for a short trip abroad and will not have time to more than glance at it, but I hope to find a place for it in my grip-sack when I start tonight and will read it on the train. I inserted an advance notice about the articles and mailed a marked copy to your business address. I shall be at home again in about 30 days and shall be glad to make further references to the special reading feature of THE BUSINESS MAN'S MAGAZINE if you will send advance editorial sheets. The Leader is a modest interior newspaper and does not maintain an extensive editorial or literary department, and I am compelled to look after matters that in a larger office are much more systematically divided, hence I am not able to give as close attention to reviews as I should like. The railways seem to be in for the same kind of stirring up that the insurance companies received last year and I should think your series of articles would create quite a stir.

Thanking you for bringing the matter to my attention and with kind personal regards I am, in some haste, Yours very truly,

SAM. J. ROBERTS.

coal case in the United States supreme court, and prior to that the Interstate Commerce Commission had, soon after its organization, decided the Providence coal case, of the same nature. It was clear that absolute monopoly in any line of trade could be established by any device of this description.

Criminal Acts Cannot Be Regulated—They Must Be Punished.

When the interstate commerce law of 1887 took effect, and enjoined upon carriers the duty of publishing their rates, with the further prohibition that they could be advanced only after ten days' public notice and reduced only after three days' notice, railway discriminations were thereby divided in two great classes. One, the rebate, or a device amounting to a rebate, constituted a criminal departure from the published tariff. The other was a discrimination resulting from the mal-adjustment of rates and regulations in the tariff itself. The criminal violation, like every offense, could not be regulated; it could only be punished. The tariff discrimination was lawful until declared unlawful by the regulating authority, as to which the carrier could always invoke final action in the courts. Since that act was passed the tendency in the public mind has been to measure the value of the operation of that law respecting discrimination by the number of successful prosecutions for criminal violations. Little need of praise has been accorded to the commission for its work in removing discriminations accomplished through its regulation of the published tariffs. Few have considered that before federal regulation was attempted all kinds and descriptions of discrimination were necessarily regarded as one mass, and that since such regulation became an established policy punishment for criminal violations of that law could not in the nature of things be easy or frequent. The great object was regulation by the commission, and as criminal offenses are triable only in the courts, it was to be expected that only the more flagrant discriminations could be discovered and penalties therefor inflicted, even if the law's provisions relating to prosecutions should not be found defective.

What Has the Commission Done?

Indeed, the penal provisions in the original act were scanty and obviously ineffective, and it was not until after the amendment of March 2, 1889, that any serious attempts were made to secure convictions. Let us see therefore what was done through the regulating authority of the commission, defective as that authority proved to be after some years of actual trial.

After the decision of the commission in the Providence coal case, wherein it gave notice to the roads and the public that rebates on account of quantity shipped during a given period, though provided for in published tariffs, were obnoxious to the law and must be discontinued, some passenger cases arose in which the carriers sought to confine low rate mileage tickets to commercial travelers. These were decided in favor of the general public on the ground that the tickets must be open to all who desired to accept the terms on which they were sold. Here were two kinds of grievous discriminations, the one affecting all shippers, the other affecting all travelers, removed by the action of the commission.

Then arose the first of the famous oil discrimination cases before the commission. George Rice, of Marietta, Ohio,



"WELL, I GUESS HE CAN JUGGLE SOME."
—*N. Y. Herald.*

had long been fighting the Standard Oil Company, and like all other independent oil producers was losing ground. He had in fact found that unless the regulating authority of the government could be exercised to produce equality of treatment by the carriers between himself and the trust he must stop business. In the case thus brought by him before the commission it appeared that considerable and varying mileage was paid by the southern roads to the owners of tank cars used by them for the shipment of petroleum oil into southern territory, that gross rates were made per car for oil in tank cars regardless of capacity, that Rice could not get like terms for tank car shipments if he made them in that way, and that the rates per 100 pounds on barrel oil greatly exceeded the rates applied to oil in tanks. Of course, the Standard was the big shipper throughout the section of country in question. The commission knocked this bald favoritism all out in one decision, in which it held that if the carriers refused to furnish or could not furnish tank cars they must see to it that no discrimination resulted from the practice of using shippers' cars, that the mileage paid on cars should be published and open to all tank car shippers, that the same rate per 100 pounds must be charged on the oil in tanks as for the oil in barrels. This decision would have placed Rice upon an equality with the Standard if other conditions had been made equal; and it is but just to him to depart from the text of this article long enough to say that carriers adjusted their rates so that oil could be brought at law rates in tanks to certain basing points where the Standard had tank stations and thence be distributed in barrels to local stations at local rates. The result was a mixed business and transportation condition which still put Rice out of competition unless he could employ capital sufficient to build tank stations at these distributing points and pay agents at such stations in charge of his business. Rice continued to fight the big trust before the commission and in the courts in various ways until shortly before he died a few years ago.

An Attorney Who Died at the Wrong Time.

In his first case before the commission he had for his attorney F. B. Gowen, once president of the Reading Railroad Co., and after the events which led to the relinquishment of his connection with railroad affairs he resumed the practice of law, soon after engaging in this case. He was also attorney for the Pennsylvania Independent Refiners in their big suit before the commission against the eastern lines. This case also involved the relative rates on shipments of oil in tank cars and barrels. The carriers estimated the weight of tank oil at about 6.3 pounds to the gallon, and on barrel oil the charge was based on 400 pounds, which was about the average weight including the barrel. This resulted in a very considerable discrimination in favor of the tank shipment. Gowen was conducting this case with marked ability up to the time of his tragic death at the Arlington Hotel in Washington after concluding a forceful argument before the commission. He committed suicide in his room at the hotel. His death at that period has always been accounted a severe blow to the interests of the independents, for he was perhaps the one man not fettered by personal or railroad interests who, with full inside knowledge of the history of oil and its transportation, was in a position to ably lead the cause of independent competition in the production and sale of petroleum. It was in

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COMMITTEE ON THE CENSUS,
House of Representatives U. S.
June 12, 1906.

Mr. E. H. Beach, Gen. Mgr., THE BUSINESS MAN'S MAGAZINE, Detroit, Mich.:

My Dear Sir:—I am in receipt of your communication dated May 31st, with reference to the articles on the Rebate Question, now appearing in your magazine. I have been much interested in reading the same and shall follow the future instalments with the same degree of concern.

Very truly yours,
CHARLES S. WHARTON.

this case last mentioned that Gowen brought out the fact of a pool between the National Transit Co., a pipe line under Standard control, and the Pennsylvania Railroad.

So much has already been written of the history of oil and the attending litigation before the commission and in court that further details would be restating matters already familiar to the public. Let it suffice to say in this connection that the independents won their fight before the commission, and while they have also been successful in the subsequent cases in the federal circuit court to recover damages, they were reversed upon technical grounds in the circuit court of appeals, and these cases are now upon appeal in the supreme court of the United States. It ought to be added, however, that in later years the independents began to use tank cars largely themselves, the railroads having finally accorded them full equality of treatment in the use of the cars, and these independents also several years ago established, and have continued since to successfully operate, a pipe line of their own from the Pennsylvania oil fields to the seaboard. The foregoing is a mere outline of one of the greatest fights for commercial equality in the record of any nation, and recently the transportation advantages of the Standard in this and other fields have been further exposed.

Where Competition Advanced Rates.

From the Kansas fields that company has its pipe line running upon the right of way of a railroad company, and when it was built the transportation charge on the railroad went up instead of down, in this instance competition having a most unusual and disastrous effect. Rebates are shown by the reports of the Commissioner of Corporations, as in testimony taken by the Interstate Commerce Commission, to have been obtained by the Standard companies through the application of unused and unpublished rates, and by allowance of free storage, and for these the company is now with the railroads either under indictment or under grand jury investigation.

Another result of the various oil rate discriminations and the favoring of pipe lines by the railroad carriers is the recent amendment making pipe lines common carriers and subject to regulation under the interstate commerce laws; but whether that course will prove beneficial or harmful it is of course too early for the expression of any opinion. Whether making common carriers of pipe lines actually owned by the largest oil shipper in the world, and thereby vesting in such lines the privileges of a common carrier, which includes the right to make joint rates with a railroad and receive a share of such joint rates according to agreement, while independent producers or refiners are merely shippers without any such control over pipe lines, is at least questionable from the standpoint of the public interest.

While discussing these late phases of oil transportation the discriminations resulting from the refusal of the New Haven road to make joint rates on oil from western shipping points into New England territory should not be overlooked. That was shown by the commission in the Clark case. The Standard has receiving stations at water points in Connecticut and Massachusetts. It shipped by water to such points from its seaboard refineries and from its New England receiving stations it distributed



THE SKELETON IN THE CLOSET.
—*Baltimore News.*

in barrels at local rates. These local rates gave the New Haven road about as much as or more than it would receive under joint through all-rail rates. Upon the road's refusal to make all-rail rates the cost of rail transportation into New England was higher by eight or nine cents per 100 pounds. This was a margin which the Standard could use. It could make its charges to the public nearly that much higher without suffering from the competition of the independent refiner. While the commission condemned the practice, it found itself without power to order the wrong corrected; but so strong was the disclosure in the decision of the commission, and so tense was the state of the public mind at the time (during the rate bill agitation), that the situation as developed impelled the New Haven to establish the joint rates which it had theretofore refused to grant.

The Trick of Underbilling.

One day in the latter part of 1888 the commission determined to investigate the practice of underbilling freight. Its inquiry developed the utmost laxity in the conduct of the grain traffic over the trunk line roads. The published rate would be applied, but the weights as billed by the shipper and accepted by the roads would be far below the actual number of pounds in the car. This was fraud upon the carriers, but in most cases the swindle was known and condoned. The report made by the commission shook things up. The carriers organized to prevent future underbilling of freights. The commission commended this and recommended to Congress an amendment imposing a penalty upon shippers for false billing. Here we have practically the first recognition by the commission of the necessity of provisions in the statute to punish unjust discriminations caused by fraud or granted rebates. As before stated, the law in this and other respects was amended in 1889.

The tariffs of the transcontinental roads and those of the southern lines were in a state of great confusion. After investigations held the commission issued reports in each, finding the existence of numerous opportunities for unjust discriminations in rates, principally through the use of combination charges, of which only those previously apprised or expertly familiar with tariff construction could be cognizant, and also showing preferences as between localities. In the transcontinental case the summary of the decision is worth restatement:

Rates that are just and reasonable from selected manufacturing points, through the entire territory east of the Missouri river and west of the Atlantic seaboard, are prima facie just and reasonable from all other points in the same territory.

A tariff naming a rate from one locality lower than that enjoyed by its neighbor, when the circumstances are the same, tenders a preference or advantage to the first; and when any shipper is damaged by the exaction of an additional burden the preference becomes undue and unreasonable, unless it can be justified upon some sound and substantial ground.

Common carriers are under obligations to take all descriptions of ordinary traffic from all points, and it is right that the rates should be known and announced publicly in advance of the offering of traffic.

Under the act to regulate commerce shippers are not to be put in a position of subserviency to common carriers, nor required to ask for rates, but are entitled to equal and open rates at all times.

Discriminations are made and undue advantages are given by the special tariffs in question, in giving different rates to places named and those not named; to manufactured articles named and those not named; to jobbers at places named and those not named; to manufacturers and to jobbers and other dealers.

An Advantage for the Man Who Is "Wise."

In a prior transcontinental case the commission had found numerous rates obtained by combination which produced lower charges than those named in the published tariffs. These were declared unjust because the intelligent shipper could thereby obtain lower rates than the shipper having less information, and illegal because they constituted two rates for the same service.

Probably the most beneficent regulation attempted by the commission was for the prevention of extensive discriminations against American competitive industry in favor of foreign producers; and in this it finally failed through adverse construction of the law by the supreme court. The commission held as to import traffic that the rate from the seaboard to the interior must be the rate established by the carrier for domestic shipments; in other words, that there must be no difference in the treatment of foreign and home merchandise in respect of railroad charges from the seaports of the country to inland destinations. It was shown in this case that many articles, books, boots and shoes, and others, were carried from Liverpool by water to New Orleans and by rail from that port to Denver and other points for a less total charge from Europe than was applied by the United States rail carriers on the same kind of goods as domestic shipments from New Orleans to Denver or other destinations —not only less, but in some instances less than half that which domestic shipments paid. The commission declared that any difference in charge on import or domestic freights by the rail carriers was unjust discrimination. In this it was sustained by both the circuit court and circuit court of appeals, and during the considerable time of the pendency of the case in these courts and the supreme court the justice of the ruling by the commission was recognized by most of the rail carriers. The supreme court decided, however, that the difference in the conditions governing transportation from Europe and those applying in transportation within this country must be taken into account; for example, the existence of water competition from Liverpool to San Francisco, and that in the presence of substantially dissimilar circumstances and conditions the carriers were entitled to make a lower rate from the foreign port than the rate in force from the American port. This decision threw wide open a door to the most extensive disparities in rates in favor of the foreign and against the American manufacturer.

A Dissension in the Supreme Court.

Justices Harlan and Brown joined in a very vigorous dissenting opinion. These learned judges said they were unwilling to impute to Congress the purpose to permit a railroad company "to charge for transporting from one point to another point in this country goods of a particular kind manufactured in this country three or four times more than it charges for carrying, over the same route and between the same points, goods of the same kind manufactured abroad and received by such railroad company at one of our ports of entry." They also said: "Does anyone suppose that if the interstate commerce bill, as originally presented, had declared in express terms that an American railroad company might charge more for the transportation of American freight between two given places in this country than it charged for foreign freight between the same points, that a single legislator would have sanctioned it by his vote? Does anyone suppose that an American President would have approved such legislation?" They also correctly prophesied that all roads would follow the example of the defendant in the case in court and with the result "that the owners of foreign goods and products may control the markets of this country to the serious detriment of vast interests that have grown up here, and

in the prevention of which, against unjust discrimination, all of our people are deeply concerned." Mr. Chief Justice Fuller also dissented in a separately filed opinion. The number and long experience of the dissenting justices encourage the student of transportation economics in the belief that this decision was properly subject to criticism. The conditions today are far worse than they were when the commission laid down its equality rule.

A Possible Weak Spot.

There is nothing in the new law which strengthens the authority of the commission over discriminations as between places or descriptions of traffic; and it is hardly comprehensible that American manufacturers have complacently allowed this evil to remain practically without remedy during the recent rate bill discussion in Congress. The writer may be pardoned for saying that the bill introduced by him at the last session sought specifically to grant relief from existing inequitable conditions. It is a fact, nevertheless, no adequate effort was made to insert a provision in the measure providing for equal rates on import and domestic goods. One thing it is plain that the commission can do. That is, hold the domestic rate unreasonable in view of the low share accepted by the inland carriers out of the total import carrying charge, and if the commission had been given control of differentials much good could have been accomplished. But here again arises a practical difficulty. The commission cannot hold all these domestic rates applied from 20 or more ports unreasonable in any given proceeding, and it will take years to cover these rates in separate proceedings, with conditions changing meanwhile. The rule laid down by the commission in its decision should be enacted into law at the first opportunity so that the conduct of all carriers in this respect may be equally and properly governed. It may be safely asserted as a principle that any regulation proper for observance continuously by all of the carriers should be specified in the law instead of being exercised piecemeal and therefore inequitable by the commission, as of course no general legislative powers can be granted to it.

The limits of this paper will not permit of detailed references to the various regulations imposed by the commission or resulting from its investigations whereby discriminations in railway rates and railway practices have been suppressed. It is now, under special direction of Congress, engaged in the investigation of coal and oil rates and practices on railways, and in those pertaining to grain and elevator charges. As to what has been and is being done in those inquiries we are not all now specially concerned, but we are interested in this article in considering some of the conditions which have brought those investigations into being.

The Tricks of the Coal Carriers.

There have been numerous complaints before the commission of discriminations in rates on coal, but they have generally been local in character and do not merit specific mention, however salutary the regulations which were applied. There was one investigation and one complaint before the commission which never reached the stage of decision. These pertained to rates on coal to Cincinnati over the Chesapeake & Ohio road. The president of the road, Mr. Ingalls, freely stated that the tariff rates had not been observed and that one or more firms in Cincinnati had secured lower rates than had been accorded to others. The sums involved in these rebate inquiries on coal to a single place were very large. One considerable dealer, the Kineon Coal Co., claimed damages before the commission amounting to, if recollection serves, one hundred or more thousand dollars. A feature of the case was that this or another complainant, named Blake, or both, had been receiving rebates also, but not as

extensive as those given to competing dealers. The case was finally settled by the parties. Those investigations also disclosed a railway fuel company which was designed to control output and prices. The operations of that company were afterwards greatly modified. Later on, in 1896 or thereabouts, the Chesapeake & Ohio entered into a contract with the New Haven Railroad Company to furnish it within five years at New England ports, as ordered, some two or three million tons of coal from C. & O. mines at a stipulated price delivered, which was about $2.75 per ton. For this, the C. & O. had to purchase the coal, carry it to Newport News, put it in vessels and have it transported to and discharged at the ports of destination. A strike came on, and for quite a period no coal was delivered. In 1903 a balance of about 60,000 tons was under a new agreement to be delivered by the C. & O. to carry out the old contract. The Elkins law, passed in February, 1903, provided for application by the commission to the courts for injunctions to compel observance of tariff rates. This coal contract was complained of to the commission by a dealer in coal largely interested in the New England trade. The ensuing investigation showed that for a great part of the time since the original contract was made, and also during the period in 1903, the C. & O., after paying for the coal at the mines, the cost of water transportation from Newport News to New England, had left out of the $2.75 per ton a sum much less than its published tariff rate on coal from the mines to Newport News. An injunction was obtained by the commission, which the circuit court refused to continue, though it enjoined the C. & O. from completing this contract. The supreme court, however, modified the judgment and ordered a perpetual injunction against this road, restraining it from further departing from its published rates in the transportation of coal. In its decision, the supreme court inveighed most strongly against the practice of railroad companies engaging in the purchase and sale of commodities which are the subject of common carriage.

How a Possible Competitor Is Kept Out.

During the pendency of the C. & O. case in the courts there had been several complaints by prospective coal miners of refusals on the part of the Baltimore & Ohio to allow switch connections with side tracks to the mines. Some of these complaints were settled before hearing or before decision. One day, the president of the Red Rock Fuel Co., which owned a tract of valuable coal land in West Virginia, complained to the commission of refusal by the B. & O. to allow a switch connection from the partially opened mines of the complaining company, although such switch connections had been freely allowed to other mines in the same general section. The railroad company decided to fight this case. It appeared that the railroad company owned a majority of the stock of a company which in turn controlled the Fairmount Coal Company, and that the latter shipped more than half the coal from the Fairmount district during the preceding year. The carrier was also interested in other mines to a considerable, if not controlling, extent. The commission held that the discrimination was not only wrongful as between the complainant and other more favored shippers, but that it amounted to undue and unreasonable preference by the carrier of itself. Without the switch connection desired "the Red Rock Fuel Company's 4,000 or more acres of coal land, otherwise immensely valuable, must become a barren waste," said the commission. It further declared that "if such discrimination is lawful, defendant will by continuing to deny these facilities to applying owners of coal lands, be able to practically control in its own interest all the undeveloped coal in this field, as well as derive greater profit from its very large holdings in mines already developed in that section."

The coal operators and owners of unopened coal lands were all deeply interested in the outcome of the case, and when the carrier refused to obey the order of the commission they sat down to await with patience the outcome of the promptly instituted proceeding in court to compel observance of the order. The president of the Red Rock Fuel Company, Mr. Bulitt, is made of different material from most men. He thought Congress should have this grievously discriminating practice brought to its attention in some emphatic way; and so he sent a strong letter with a copy of the commission's decision to every member of the Senate and House. The rate bill was the subject of debate and all matters connected with transportation were then eagerly discussed. The press was full of the various matters daily arising, and of course it took up this memorial of the Red Rock Fuel Company with the same zest. Senator Tillman dramatically brought the Red Rock case out in the Senate. Numerous other complaints poured in upon the members and later on the Tillman-Gillespie resolution calling for thorough investigation by the commission of all coal land ownership and coal rate or facilities discrimination was passed by both Houses.

The testimony is unanimous that since the passage of that resolution by Congress no coal shipper had had occasion to complain of unjust discrimination in the furnishing of cars, and the astounding disclosures of corrupt and discriminating practices by officials on some of the eastern lines which have been brought out in the investigation by the commission have caused such careful attention to the rights of shippers as has never before been exhibited upon American railways.

Another feature of coal discrimination is shown in the celebrated Santa Fe case which will be discussed further on in this paper.

Hardly a year has passed in the history of the commission since 1889 which has not recorded discriminations in grain rates shown in inquiries made by the commission upon complaint or its own motion. The formal complaints have embraced rates from Kansas to the Gulf, the Missouri river and all the grain-growing states to the eastern seaboard, or to Chicago, the revision of rates from producing localities to Minneapolis as compared with Duluth, and Milwaukee as compared with Minneapolis, the fixing of a differential as between export grain and flour, the revision of differentials as between New York, Philadelphia, Baltimore and Boston on export grain and its products.

Rates Used Only as a Basis From Which to Figure Deductions.

Investigations instituted by the commission itself have shown the existence at times of almost complete demoralization of rates, including rates on grain, grain products, dressed meat and packing house products, whereunder the tariff rates were used merely as standards from which to compute deductions. The Hutchinson salt case of Kansas proved the giving of extensive and illegitimate allowances to this Salt Trust through the fiction of dividing the rate with a short initial road named in the tariffs as a common carrier, but which in reality had no actual operating existence and was operated by the real initial lines as far as it was necessary to be used at all.

The Santa Fe coal case before alluded to was investigated by the commission on its own motion, and the summary of its highly interesting report is as follows:

"The act to regulate commerce, which requires carriers to publish and adhere to their tariffs, has been grossly and continuously violated by the Atchison, Topeka & Santa Fe Railway Company during the last five years in the following respects: It published rates on interstate shipments of coal from mines in Colorado and New Mexico which, under the tariffs, applied only to the transportation thereof, but which for the Colorado Fuel and Iron Company were made

by the railway company to include the price of the coal, and such price was paid to the fuel and iron company by the railway company. While giving rebates to the fuel and iron company from such tariff rates, it charged the full tariff rates on interstate shipments of coal by other shippers in not only the general coal region involved, but in the same coal field. This practice of the railway company resulted in closing markets for coal to shippers competing with the Colorado Fuel and Iron Company.

"The Act of February 19, 1903 (the so-called Elkins law), which prohibits carriers from transporting traffic until a tariff has been published, requires observance of the tariff, provides a penalty for each violation of not less than $1,000 nor more than $20,000, and applies both to the carrier and the party receiving the concession, has, respecting the transportation involved in this proceeding, been systematically and continuously violated by the Atchison, Topeka & Santa Fe Railway Company and the Colorado Fuel and Iron Company from the day of its passage down to November 27, 1904, when the tariffs upon which this coal moved were reduced in all cases $1.15; and this notwithstanding the Atchison, Topeka and Santa Fe Railway Company has, in a suit begun in the United States circuit court at the instance and request of this commission, been under injunction since March 25, 1902, to observe in all respects its published schedules of rates."

When Commissioner Prouty had concluded the hearing of this case in Chicago he indicated the substance of the testimony to the press, and was thereupon roundly abused for alleged prejudgment and indiscretion or impropriety. The case was reported by the commission to the Department of Justice. Certain mining companies shown to have been discriminated against in this case brought suit for damages against the railway company. The suit has since been settled by the payment of damages reported to exceed half a million dollars, and the railway company and fuel and iron company, having been indicted and convicted in the federal court, have each paid a fine of $15,000. Commissioner Prouty's vindication seems complete.

The Commission Claims Somebody Lied.

It is a sad commentary upon the frailty of human nature that in one case the records of transactions inquired into by the commission had been deliberately destroyed, and that in another inquiry the railroad witnesses all swore that the rate had in all cases been maintained, whereas it was freely admitted, says the commission, by railroad managers themselves in general conversation, and matters of general statement, that the tariff rates were seldom observed.

In a later year the railway officials took another tack and freely admitted that prior to January 1 preceding nearly everybody paid less than the tariff rates. Out of this grew the injunctions against the grain carrying roads in 1902. These injunctions also covered packing house products and other traffic. Then followed the Elkins law of 1903, with temporary cessation of these criminal practices. In 1905 and before, the offenders had again grown bold, and the result has been the recent series of successful prosecutions in which maximum fines of $20,000 have been imposed.

A further word about criminal prosecutions. It has been demonstrated that the law to be successful in operation must be effective alike in regulating or curing evils and in punishing wilful violators of its provisions. When the Elkins law was passed the roads and the shippers for a considerable period "were good," in that there were few criminal offenses against the statute, but almost immediately peculiar rules and rate changes were put into the published schedules, and the tendency was to maintain illegitimate advantages at all hazards. Though the commission's regulating authority had become of little efficiency through judicial discoveries of

statutory defects, the number of complaints to the commission was trebled or more.

Federal Law the Only Cure.

Enough has been said to show the value and necessity of a strong federal law. The ability and fearlessness displayed by the commission under the most discouraging circumstances has won for it the highest praise and commendation in all quarters. It has always retained the confidence of the people. .

The railways have demonstrated that they yielded, even in times of the greatest traffic offerings and when every car-wheel was turning money into their treasuries, to the shippers' demand for illegitimate rate concessions. The managers of the roads proclaim conversion to the doctrine of equality in rates and facilities. They have done that before, but "Faith without work is dead."

The defectiveness of the law in the matter of criminal prosecutions was a stumbling block in the way of punishing the offenders, before the Elkins law was enacted, and very few attempts to enforce penalties were successful. Even when an expert accountant had declared that millions of dollars had been unlawfully spent in rebates from the Santa Fe treasury, it was found impossible to convict those who had been indicted, for the reason that the judge held "unjust discrimination" could not be shown merely by proof of departure from the tariff rate, and that it must also appear affirmatively that others had contemporaneously paid a higher rate on like traffic. The proof was not ready, was difficult to obtain, and so an apparently easy case failed.

Subsequently, the law's penalties were made to run (in the Elkins act) against departure from the published tariff charge.

Rebating Is Both a Swindle and a Robbery.

If the principal railway managers in the United States had subscribed fully to the declaration of public rights framed in the interstate commerce law of 1887, and by their acts made known to the people that they themselves defined giving a rebate as complicity in a commercial swindle, and receiving a rebate as participation in robbery, it is not too much to believe that the present numerous and varied efforts to re-inspire devotion to principles of common honesty in all walks of life would not be manifested. The truth of this is indicated by the fact that the cost of transportation is an important element in every form of production and trade, and that an advantage obtained over a business competitor in the cost of transportation is not confined to the immediate beneficiary but generally runs in some form and to some extent through all subsequent transactions in the commodity affected until actual consumption or final use ensues. Now, let the obtaining of such advantages become a recognized part of business dealings and the law forbidding them be regarded merely as marking a standard from which departures therefrom can be induced, it follows that a battle with "fraud" as the watchword is constantly progressing in which the weak and less resourceful are generally falling and the strong and crafty are generally winning and occupying commanding ground.

Such a real condition or conflict existed for 15 or more years after the act to regulate commerce took effect in 1887. The people as a whole were satisfied with the passage of what was then acclaimed throughout the land as a great remedial statute, but soon an increasing army of shippers sought as individuals in every possible way to secure personal advantages through violation of its provisions. Men proudly conscious that everywhere their word was accepted as "good as a government bond," and that no devious practices spotted their reputations, during all that period boasted openly of successes attained through ingenious devices which represented criminal rebates from the published tariff

rates, and by such devices they deliberately inflicted damage and often business ruin upon their competitors in trade.

A Low State of Conscience.

So low was the public conscience that what was plain fraud and solemnly prohibited as a misdemeanor and made punishable by fine and imprisonment in a law of the United States was generally accepted as a legitimate result of good business sagacity.

Well, the shippers who have heretofore profited by these unlawful acts have been taught many salutary lessons during the last two or three years; the railway officials have seen a number of their fellows and some of their companies indicted and fined; we have an amended law and a strong commission with many new and apparently efficient powers; we have an alert Attorney General with a corps of trained assistants; and back of them we have a President whose whole magnificent record stands for enforcement of law. Yet with all these, if the shippers remained undeterred by the law's penalties and the railway managers again become oblivious of their own legal obligations, it is certain that a reactionary period will ensue, and transportation, a precious common public right, again become, as it so frequently has before, a subject of secret bargain and the most insidious and potent instrument of evil ever used by unscrupulous men to afflict their business rivals and through them the whole American nation.

Things You Can Insure Against

By T. C. HOADLEY

A CORPORATION that carried in stock all the different kinds of insurance purchaseable would resemble a corporate department store, and probably have a larger surplus than any of the big life companies. For life, fire and marine insurance are only the three best-known divisions of a business that has been subjected to ingenious adaptations ever since the principle of insurance began to be understood.

Where did the insurance idea originate? Back beyond the dawn of history, probably. To encourage importations of corn the Emperor Claudius undertook to pay for all losses in this trade. But he collected no premiums. The earliest form of premium insurance is found among the trade guilds in medieval times, when merchants' companies made up a fund from which losses to members by fire, water, robbery and other calamities, were reimbursed. The first regular insurance company in Great Britain was established in 1696, and from the day when a shrewd Hollander applied the laws of mathematics and exact averages to insurance, the idea began to grow.

Today, in the open market, you can buy insurance that will cover losses to crops through hail, cyclone and other destructive effects of the elements. Cattle can be insured against death through certain diseases, as well as lightning. Boilers may be insured against explosion, elevators against accident, employers and municipalities against liability for damage arising from injuries caused by their machinery, etc., either to employes or the public at large. Hotel men and merchants can buy a blanket policy called "general liability," that covers all responsibility for damages arising from accidents to anyone on their premises, including elevators. Team insurance covers accidents caused by horses or vehicles, including the driver. Automobile insurance covers damages awarded to persons hurt by one's motor car, including the chauffeur. Theater managers carry a protective policy covering the whole building, and all kinds of accidents to employes or public. Builders and contractors carry policies covering accidents on buildings un-

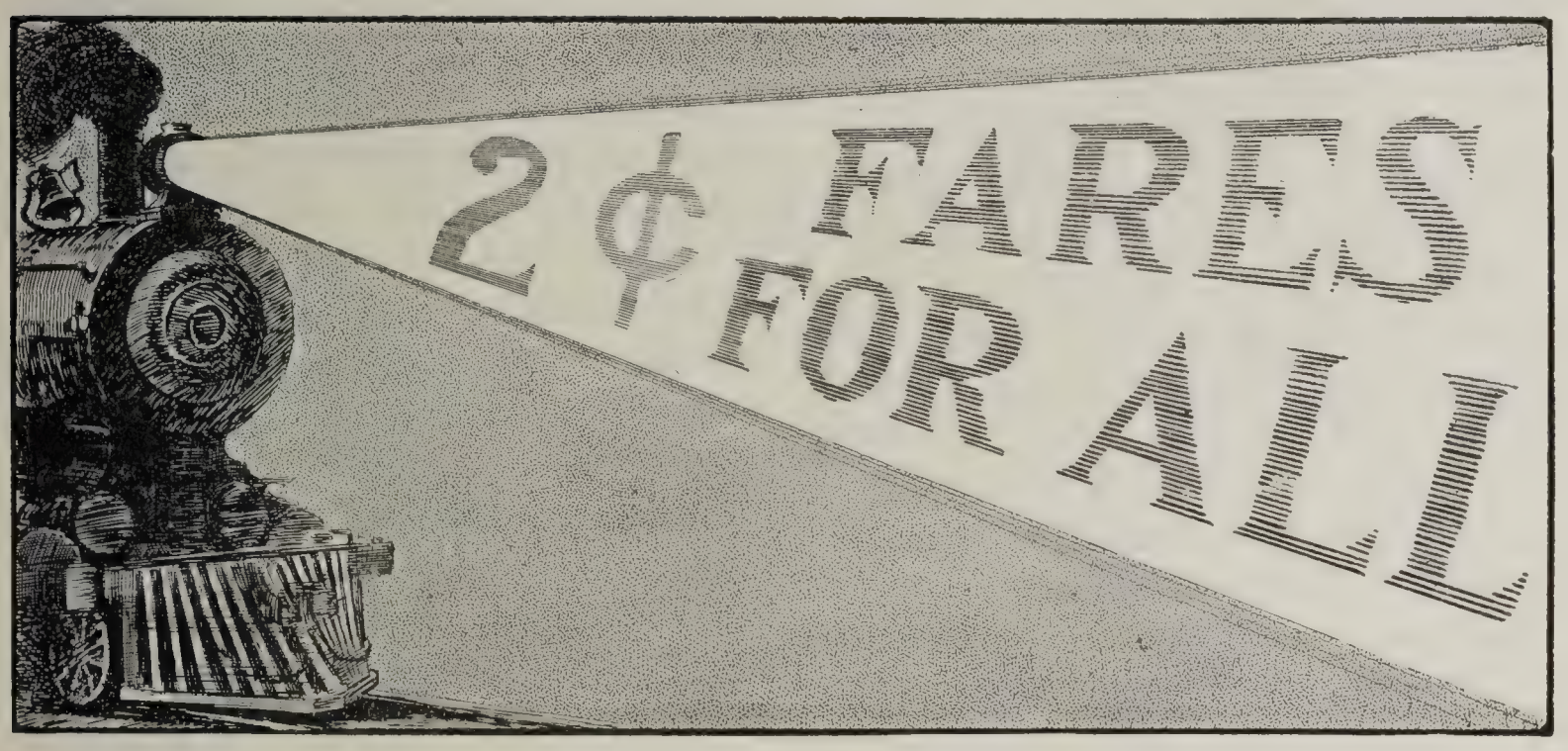
der construction, ship owners for injuries to employes or passengers on vessels, physicians and dentists protect themselves against loss through claims arising from alleged malpractice, error or mistake. Workmen's insurance covers injury to or death of every employe of a manufacturer, and losses are paid whether the employer is legally liable or not, this form of protection being paid for from employes' wages. Fly-wheels can be insured against bursting, plate glass against breakage.

Automatic sprinklers, now so generally installed everywhere, are likely to go off in hot weather, causing water damage. This is insured against with a sprinkler policy. General water damage arising from any cause can also be covered by a special policy, and still another form of water protection is found in plumbing policies, which cover leakage from pipes and allow for replacement where they are damaged. Banks have insurance not only against burglary, but protect their messengers against robbery on the street and their counting rooms against hold-up. Merchants and householders can buy burglary insurance. Jewelers are protected against raids and hold-ups. Separate burglary policies can be had covering safes only, and there are special policies covering theft from residences, stores, summer homes, stables. Assault insurance is a form of protection against injury or death caused by burglars or thieves, and covers not only the insured, but each member of his family, his servants, watchmen and employes. Teams are frequently stolen in the streets of cities. Big insurance companies issue policies against this loss. Horses are often stolen from farmers, and such losses are covered in many parts of the country by what are known as "horse companies," really mutual organizations of farmers that telegraph news of horse thefts around the countryside and indemnify the owner if the animals are not recovered.

Health can be insured, the policy covering loss of time and income through such specified diseases as typhoid, pneumonia, yellow fever, typhus, scarlet fever, scarlatina, smallpox, diphtheria. varioloid, measles, Asiatic cholera, cholera morbus, erysipelas, diabetes, appendicitis, peritonitis, tetanus, pleurisy, acute hydrocele, angina pectoris, cerebral apoplexy, brain fever, epilepsy, sunstroke, hydrophobia, cancer, malignant tumor, whooping cough, acute cerebro spinal meningitis and mumps.

Accident insurance covers loss of eyes, hands or feet, as well as death by accident, loss of time through accidental injuries, and cost of certain surgical operations. A policy of this character brings to mind railroad catastrophes, steamboat explosions and similar accidents. But the companies writing such assurance have found that the greater proportion of losses are paid on injuries sustained about the insured's home, such as falling down stairs, falling from windows, injuries caused through use of tools, etc. The chances against a policyholder sustaining injuries on a railroad, steamer or any other conveyance are so insignificant, that most companies pay double for such claims what would be paid for the disability caused by pounding one's thumb with a tackhammer.

Besides this long list there is insurance of realty titles, insurance of credits, insurance of patents against claims of other inventors, insurance of letters, packages in transit and tourists' baggage. The instalment furniture man can buy insurance against swindlers who move away with his goods, and the tailor can insure against that stock figure of the humorist, the man who never pays his bills. Druggists are likely to make mistakes, but can insure against claims arising therefrom. The drummer can insure his samples, the corporation can insure its employes' honesty, the landlord can insure his rents and leaseholds, the saloon-keeper can insure his license, the bank depositor can insure his bank accounts. There are policies known as fidelity, official, guaranteed attorney's department, casualty, contingent, landlord's liability, use and occupancy, court bonds, etc., all representing some form of protection, and not long ago a scheme was put into operation to sell maternity insurance, women who took out policies of this character being paid a certain sum on the birth of a child. The latter, however, was not correctly based on the laws of averages, and the company soon went out of business:



The Voice of the People.

THERE has recently developed a reactionary sentiment in this country that is pregnant with significance. When a crusade was commenced against the corporate enormities that were allowed to flourish until they became a serious menace to the prosperity of the country, to the honesty of public and private operations and to the success of popular government itself, conservatism trembled at the intrepid assault made in the interest of reform. It was a disturbing innovation. It tended to the eruptive disturbance of commercial activity and supremacy. It was so radical as to be revolutionary and the outcome was awaited with fear.

But those who took up the work demonstrated that the method adopted by them was the only one which could be depended upon for success. It was necessary to arouse the people and their long acquiescence in trust tyranny created the necessity of complete exposure and the outspoken condemnation called for by the deplorable conditions. This necessity was made the more apparent by the fact that the timidity of conservatism was promoted by corporate cunning which has so many mediums through which to exert its baneful influence. The war had to be without quarter and along the most vigorous lines of assault, or prove a failure.

The policy has brought its own vindication. The people are aroused and determined. Their public servants must espouse the cause of their masters or get out. The cry of "Muck rakers!" has been practically abandoned. The reversal has gone so far under the damning evidence produced that the conservatives are flocking to the standard of the radicals. An impressive example of this was given in the baccalaureate address of President Angell of the State University of Michigan. He is at the head of one of the greatest institutions of learning in the world, and did more than any other one man to make it such. He is not the scholar of the cloister, but deeply versed in the broad knowledge which covers the present status of economics, civil government and international relations. His efforts are to the uplifting of the world and the establishment of a universal reign of justice. His convictions are those of the enlightened, sympathetic thinker and his standing among men places his integrity beyond impeachment. His theme on the

occasion referred to was "Honesty," and this is among the things that he said:

A Comment From the President of a Great University.

"One of the most striking characteristics of the years 1905-6, in this country, it will be generally agreed, is the widespread outbreak of dishonesty in high places. Men holding the most important fiduciary trusts and receiving exhorbitant salaries for their positions, have proved criminally false to their trusts.

"United States senators have been convicted of gross frauds upon the government. Great corporations, rendered almost omnipotent by their vast aggregation of capital, have unscrupulously used their power to inflict great hardships on the common people who were their helpless victims.

"Bank officers in their greed have wrecked the institutions committed to their care and cheated the widow and the orphan out of their scanty possessions. As our daily newspapers have for months come freighted with the stories of these iniquities we have been shocked and often been driven almost to despondency while we asked whether honesty has fled from the earth and whether any career is possible for an honorable man."

President Angell then drew the brighter picture, finding it in the fact that there is a mighty underlying strength of moral integrity in the masses; that they have been rudely awakened and that they share in full the indignation of those rallying the forces of reform. He goes on: "With an energy which makes our hearts tingle with delight we have seen them dethroning bosses who had been for years in power. On all hands they are calling for the enactment of laws that will prevent the intolerable abuses from which they have suffered and for the vigorous and unsparing prosecution of rascals of high and low degree. A more sane and wholesome state of public feeling has never been seen."

Farther on: "On the other hand, popular indignation at dishonesty and civic fraud is at a hight before unknown. The public press daily harries and hunts down these unworthy officials and capitalists who have despoiled their neighbors and holds them up to scorn and contempt. The courts are binding some of those, whose have held high places in society, with the gyves of the law and sheriffs are hauling many of them to the penitentiaries. The halls of legislation are ringing with the cries of the people for laws to protect them against the wily schemes of such men as have in the past plundered them with impunity."

We have quoted thus at length from one of the most prominent authorities of the age, one of the most learned, one of the most solicitous for the welfare of his country and mankind, one of the most charitable, one of the most deliberate in thought, deed and language, one of the safest in his investigations, reasoning and conclusions, because his views are in such perfect harmony with those to which The Business Man's Magazine is committed. Even thirty days prior to the date of his address it would have branded him as one of the men with a muck rake. He would have been decried as a sensationalist, socialist or anarchist according to the mercenary interests of his respective denouncers. A demand would have gone up for his removal as one unworthy to have the youth of the land sit at his feet.

Real Regulation.

Massachusetts saw the weakness of the federal legislation and corrected it within her own borders. The commission, to which reference has been made, was authorized to fix the rate per can at which milk should be carried by the roads of the state. It fixed them, enforced them and the courts had nothing to do with the reform. In England

there is no appeal from the findings of the commission, except upon questions of law, and when the law gives the commission a right to fix and enforce rates the chances of delaying or defeating the ends of justice are reduced to a minimum.

The whole struggle in Congress was to give the Interstate Commerce Commission the power to do the work expected of it, intervention of the courts being limited to bona fide questions of law instead of being appealed to for purposes of procrastination and continued oppression on the part of the railroads. It is a certainty, as stated, that litigation will come thick and fast as the result of the bill passed. Any idea that the railroads will yield gracefully is not worth retaining. They have had too good a thing as plunderers and public looters to let go without a fight to wear the people out and restore them to the same placid state of endurance from which they have been latterly aroused. "Once a criminal always a criminal" applies with multiplied force to corporations gone wrong. They are not possessed of the individual self-control or conscience. Their damnable deeds do not create in them a desire for reform; much less atone for the atrocities of which they have been guilty. There is nothing for the law to do but to put the thumbscrews to them until they realize their stupendous wickedness toward the people who made them, support them and have a fundamental right to control them. A good strong start has been made to that end as the righteous cause gains ground the task which looked so gigantic a few months ago will be made the easier. The one thing requisite is that the people stand by their guns until every right usurped from them by the railroads is restored and safely protected.

Property Which Is Not Yours After You Buy It.

One of the specious arguments put up by the big monopolies is that when they sell a thousand-mile ticket and the purchaser does not use it all, he should be held by the contract which binds him not to sell the unused portion. We claim that this feature of the contract is invalid. John Smith is not enabled to buy one of these books because he is John Smith. Any respectable stranger that the railroads never saw or heard of can make precisely the same purchase on the same terms. The vital and only consideration for the reduced rate is that a large amount of transportation is sold. The personality of the buyer cuts no figure. He gets a special rate in the transaction for the same reason that a wholesaler does when contracting for what he wants. In the ordinary transactions of the business world the wholesaler may sell again and sell at as much profit as he can get. The manufacturer got his price and the transaction ends with the delivery and acceptance of the goods. He would be thrown out of court if he attempted to enforce a contract that the wholesaler could not dispose of his goods at will. Yet the railroads exploit just that contract and have gone a long way in its enforcement.

Not long since a Detroit business man went to buy a mileage book, and when he presented it to a conductor was refused transportation on it. The explanation of the functionary was that the holder of the book had previously abused his "privileges" as the owner of a thousand-mile book. The matter was gone into and it developed that a representative of the business man had run short of money on the road, disposed of the mileage he had left, and vamoosed. He sold nothing that the road had not been paid for to the last cent, saying nothing of the enforced deposit made. But if he had violated the audacious laws of the railroads it was without the knowledge, much less the connivance of his principal. The latter was no more responsible than if his agent had stolen a train of cars or a whole railroad system. Yet he was held up and punished

for an act which the high courts of the railroads declared to be in violation of the rules made by them as an absolute monarchy.

"But," protested the gentleman in question, "I know a newspaper in Detroit that gives away your mileage books for the purpose of securing advertising patronage. How do you reconcile that with your arbitrary and unlawful rules?"

The man with the punch did not know, so a higher official was asked the same question, the time being prior to the establishment of the automatic two-cent rate in Michigan. He acknowledged the charge and stated that the paper in question was favored because if the mileage was withheld the management of the publication would make a big fight for the universal two-cent rate. Nothing could more clearly show the inconsistency of the corporation that would not allow a ticket purchaser to dispose of what he paid for while an influential paper might give it away in the line of bribery to advertisers. The railroad may do as it pleases. The man who pays it his good money must do as it says unless he swings some club of which it is afraid, in which case he has the rare privilege of making the road katow to him.

The standing ultimatum of the railroads has been for years that they will run their own business and make their own laws. Any idea that they will abandon their position at the first onslaught is a mistaken one. They have had their own way so long that they must literally be whipped into the acceptance of law and justice as controlling powers. There goes with this the familiar statement that there are many railroad men who are individually honorable. They pay their debts and carry out their personal contracts within legal as well as moral exactions. But when they are bunched, incorporated and amalgamated in a state of soulless existence, they become exemplifiers of incarnate tyranny.

Against the claim that the passenger business is not a paying one, let one case of several be cited. An official of that road is credited with having made the statement that the suburban traffic of the Illinois Central Railroad Co. produces sufficient revenue to pay the entire fixed charges and operating expenses of the road, leaving the proceeds of the freight traffic and passenger traffic beyond the suburbs, clean profit. It is required by the laws of Illinois that a certain fixed per cent on earnings over and above a certain amount shall be paid into the state treasury. The Illinois Central, it is said, has never paid in a cent under this law. If it overcame its liability to the state by adjusting its freight and passenger rates to the rule of reasonable profits, there would be no chance for adverse criticism. But it does nothing of the sort. It reduces its net profits by extravagant and unnecessary investments made with the evident purpose of defeating the law. In pursuance of this policy the most expensive and elaborate passenger station in the world has been installed at the foot of Van Buren street in Chicago, where a few passengers take a train each day, and hundreds of miles of double track have been laid with the apparent purpose of avoiding the tax imposed by the state.

Many of the roads now professing not to charge beyond a maximum rate of three cents a mile, are running under false pretenses. From New York to Chicago or between other points connected by limited trains you may go to the agent and buy what is dubbed a first-class ticket, offer it on the limited and you will have pointed out to you a clause warning the holder that he cannot ride on what is really the first-class train, without extra payment, the amount thus extorted running in the neighborhood of $7 between New York and Chicago. At every possible turn the passenger is given the worst of it, and it will continue to be so until rigid and effective government regulation works the reforms now so loudly called for.

That the task is being busily and

vigorously pushed appears not only in the state and sectional movements referred to, but in a bill presented to Congress calling for a flat two-cent passenger rate on all interstate travel. More and more of the people are realizing that it is indeed a throttling grip which the railroads have upon them and that the irresistible power of popular pressure will be required to break it. In the passenger department there is systematic overcharging, bad treatment and a bold attempt to head off all agencies and all influences tending to the production of more tolerable conditions.

The right of a railroad to arbitrarily direct who may or may not use mileage after the corporation has sold it and exacted a deposit in addition should be tested in some way that will reach a legal determination of the question. One man interested in the fight puts it this way: "If it be of any importance to me that goods which I own by virtue of the assignment of a bill of lading to me be carried to the place designated, may it not be infinitely more important that my person be carried, when a contract to carry a person from one place to another has been made, the agreed price paid to the carrier, and the contract assigned to me? There can be no reasonable objection to my substitution in place of my assignor. If I buy a ticket or any part of a ticket from John Doe it costs no more to carry me than it would him. The mileage is paid for and carries on its face the evidence of the fact. There is no possibility of Mr. Doe and myself both using it. But the railroad companies say that a contract to carry John Doe is not a contract to carry me; that he and the carrier contracted with reference to each other personally, and that nothing like my substitution was contemplated by the contracting parties. This is not true either in theory or fact. In theory a railroad is legally bound to carry, on equal conditions, all who apply for carriage. The carrier never has in mind the carriage of the particular person who appears for a minute to some agent and buys a ticket. As a rule the buyer is unknown to the railroad and unless he be drunk, insane, disorderly or has an infectious disease, the carrier is bound to transport him. Had I applied for that John Doe ticket I would have got it. But because he got it the railroad refuses to do work for which it has been paid in full. It will not return the money to him. It will not carry me. By the most aggravating and arbitrary exercise of power it pockets the money and gives nothing in return for it. I'm with you in an effort to break the throttling grip of the one class of corporations who make contracts to please themselves and then violate them at will."

Look into this question of railroad rule and try to find a single principle of equity or justice that sanctions it.





THE MODERN SHEPHERD AND HIS FLOCK.



Our Inland Empire

By D. A. WILEY

IN the extreme northwestern part of the United States a new country is beginning to be developed, which is actually almost as unknown to people in the eastern part of the country as Africa or Australia. It is one of the very few fertile regions of the United States which have not been numerously settled. One reason is because as yet it has such a small mileage of railroads and is not accessible by water.

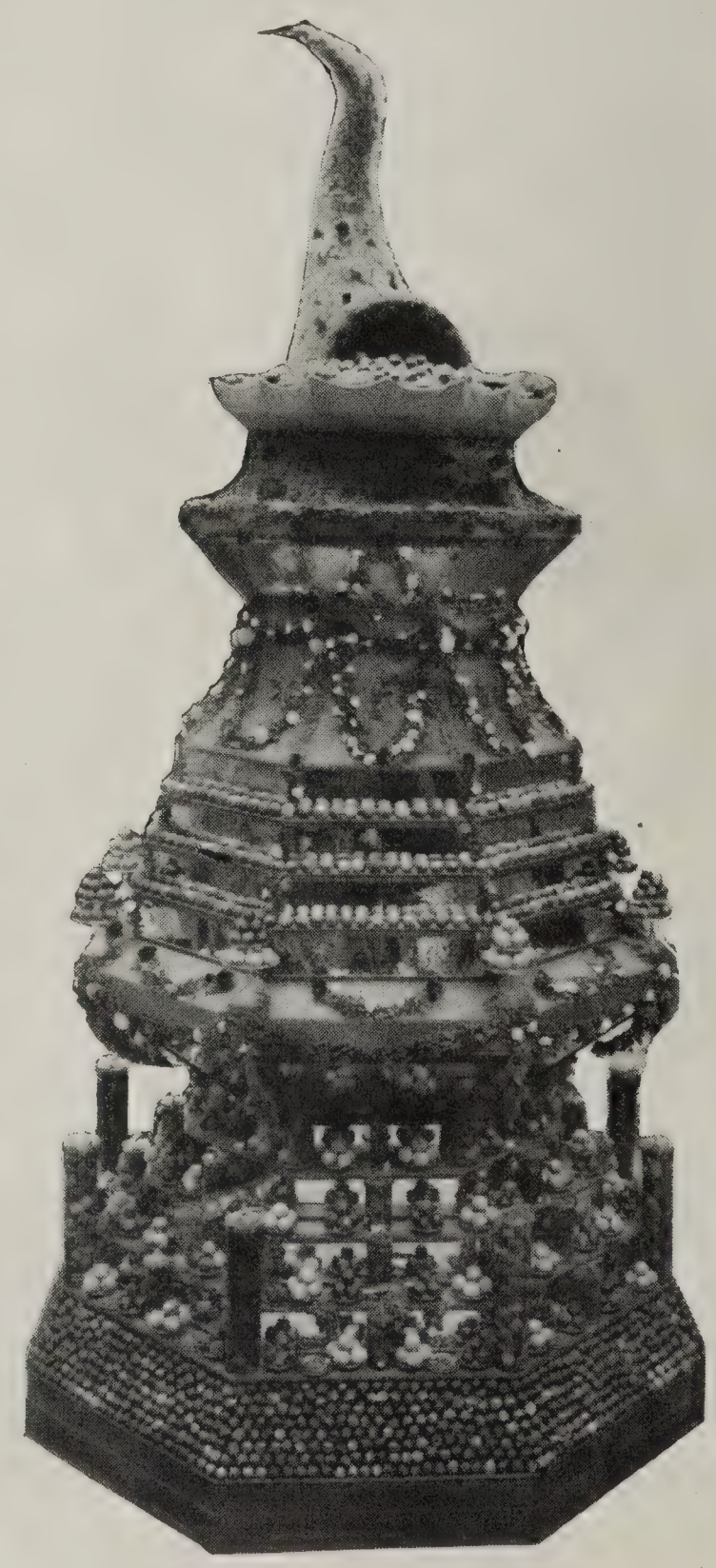
It is called by the people of the west the Inland Empire, for the reason that it is nearly hemmed in between the Rocky Mountains on the east and the Cascade range on the west, which separates it from the Pacific coast and the plains west of the Mississippi river. The name which has been given it is very appropriate, for in area it comprises fully 150,000 square miles. In fact is is more than three times the size of the state of New York, which contains less than 50,000 square miles, although having the largest population of any of the United States. The total area of the New England states is less than is comprised within the limits of the Inland Empire, which lies entirely in the boundaries of Washington and Oregon, yet its total population, including that of Spokane, which is the principal city, is less than 500,000 people today.

Although the portion of the United States bordering the Pacific coast has been thickly populated for fully 50 years, the settlement of the Inland Empire has extended over a period of but a few years. The growth of the city of Spokane forms an illustration of the rapidity with which settlers have come into this part of the country recently. Thirty years ago the site of the city was literally a wilderness containing but one habitation of a white man. In the country 100 miles west of Spokane were located but ten white families. At present the city itself has a population of nearly 80,000, the increase having averaged 10,000 annually for several years past. In the city and suburbs no less than 1,800 buildings were erected during the last year at a cost of $4,000,000, while in Spokane county alone during the same year settlers purchased farming and other property to the value of $10,000,000. These statistics are of interest because the movement of people into the city is of the same proportion as the movement into the Inland Em-

pire, which has fully doubled in population within ten years.

Although a new country as already stated, its fertility is such that it is a question if any other portion of the United States will yield such a variety and quantity of agricultural products. This is verified by the remarkable success which farmers and fruit growers have attained in different parts of eastern Washington and Oregon, within the limits of the Inland Empire. Wheat is the chief agricultural crop, and is raised without irrigation. In the eight years past the lowest average yield of wheat in Washington was 20.3 bushels per acre, and in Idaho 20.8 bushels per acre. In Iowa the yield last year averaged 11.8 per acre; in Minnesota the yield in 1900 was 10.5 per acre; in North Dakota the yield in 1900 was 4.9 per acre and in Kansas the yield in 1899 was 9.8. The average yield of oats per acre in the three states is another example. Taking the ten years last past, the average yields of oats per acre in Washington have ranged from 34.4 bushels in 1900 to 48 in 1897. The yield in this state has been the highest in the United States excepting one year. The average the country over has ranged in ten years from 25.7 bushels to 34.5 bushels. Iowa has been the leading state in the past in the quantity produced, but the average yield in that state has ranged in ten years from 24 to 46 bushels per acre. Illinois comes next in quantity, with a range of average yield from 24 to 38 bushels. Average yields of hay from year to year make a similar showing. The variation in Washington in ten years has been from 1.75 to 2.41 tons to the acre. That in Oregon has been from 1.78 to 2.35 tons. That in New York, the banner hay state, has been from .73 to 1.40 tons.

The portions of the older grain belt with which the Inland Empire has been compared, contain the most productive cereal farms in the United States, where the yield is far greater than in the east or south. But the quality of the wheat, for example, raised in the new country is so high that the value of the harvest to the acre, is much greater in proportion than the quantity represented by the harvests. The latest report of the United States Department of Agriculture which has made a careful study of the value of the crops, in this part of the northwest as well as in other parts of the country, shows that the wheat raised in the Inland Empire during the past year returned on an average $17.77 an acre to the crop in the state of Washington, while in the state of Oregon it averaged over $15 an acre. The average value per acre during the same year in the famous grain growing state of Kansas, was but $11.06 an acre, while in Iowa it was $10.48 and in North Dakota $9.56. These statistics show that the quality of the wheat raised in the northwest, is worth fully 50 per cent more than the harvests of Kansas, Iowa or Dakota, but in a comparison of the harvests of five of the principal staples of the northern states, wheat, barley, oats, hay and potatoes, prove that the yield is not only much greater to an acre in the Inland Empire but the value of each crop is also



A "HORN OF PLENTY" AT FAIR EXHIBIT.



THE NEIGHBORS TURN IN AND HELP AT HARVEST TIME.

more than in any other part of the United States.

While a large portion of the new country is naturally watered, it has been found that where irrigation is utilized, the yields not only of grain and vegetables but fruit, are much more than the figures recorded. In



FILLING DISTRIBUTING CANAL BY FLUMES.

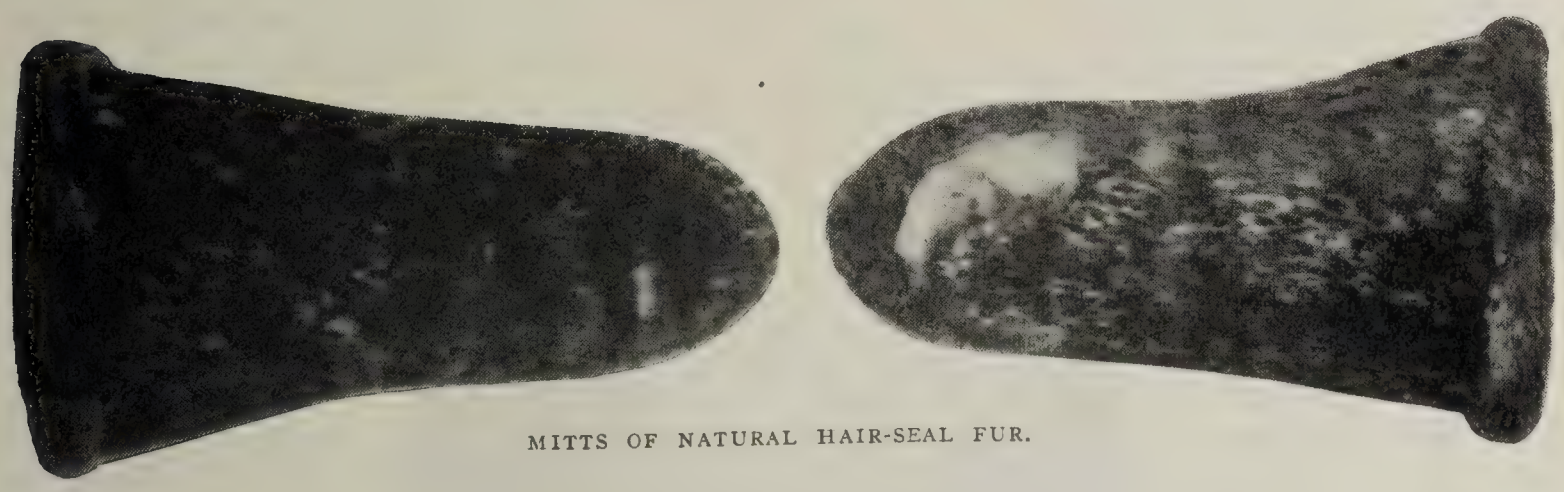
fact the success of the various irrigation projects which have been carried out in Washington and Oregon, show that these enterprises can be profitably undertaken. Already four of the most extensive valleys in Washington are being irrigated, comprising portions of five counties in addition to a considerable acreage in the state of Oregon. Another indication of the movement of people and capital into this part of the United States in recent years, is shown by the investments made in various enterprises. For example, the stock raising business has reached such proportions that the annual revenue from it now amounts to $7,000,000 alone. The yearly crop of fruit and vegetables represents $9,000,000, while the mineral industry on the border of the eastern section yields over $20,000,000 worth of gold, silver, lead and copper in a year, the combined companies paying dividends of about $1,500,000 yearly. The timber resources are such that over 12,000 car loads of this material are being sent to market annually, the various industries connected with it giving employment to 15,000 men.

It is due to the settlement of the Inland Empire that the population of the state of Washington has actually increased over 50 per cent within the last four years, fully 300,000 people having entered it to take up residence either in the country or in cities. Consequently the remarkable growth of Spokane which is the principal market for this region and may be called its metropolis, is much out of proportion to the general movement into this region. The opportunities it presents are attracting much attention especially among the people of the United States, and it is found a large number of persons from New England have come into the country as well as farmers from the older grain belt, who have been tempted by the possibilities of raising larger crops. Thus the immigration has been of a high character, and probably more capital has been invested in agriculture, industry and trade by those who have become interested in the Inland Empire than in any other part of the United States, considering the number of people. To reach the various communities has been one incentive to the activity in railroad building in the northwest. Although the state of Washington at present has but a little over 4,000



AN OREGON SHEEP RANCH.

miles of railroad line, fully a thousand miles will be added within the next year or two in the form of branches of such systems as the Great Northern and the Northern Pacific, intended to traverse the eastern part of the state. The few passes in the mountains through which railroads might be constructed have all been secured by transportation corporations and routes surveyed with a view of utilizing them in the near future. The necessity of increased transportation facilities is shown by the rapid development of agriculture. Already the Inland Empire is raising nearly 40,000,000 bushels of wheat alone annually. As the bulk of this goes outside of the country, it affords a most important item of railroad traffic, but cattle, fruit, vegetables, grain and lumber create such a freight business that it forms one of the principal sources of income to the trans-continental companies who have lines intersecting this part of the United States.



MITTS OF NATURAL HAIR-SEAL FUR.

Business Possibilities in Labrador

By ALFRED S. JOHNSON

The First and Second Articles by Mr. Johnson on the Subject of "Labrador" Appeared in the February and August Numbers of The Business Man's Magazine, to which our Readers are Recommended to refer.

THE COD AND SALMON FISHERIES.

For over 400 years the waters of Labrador have been recognized as one of the greatest of ocean harvest-fields; and notwithstanding the vicissitudes to which the fishing industry—the one great industry of the Labrador coast—is naturally exposed, its fluctuations are very inconsiderable. Bacon called it a "gold mine richer than the famous treasures of Golconda and Peru;" and today it is still the most important source of wealth in that quarter of the globe, having a yearly output valued at $5,000,000, and furnishing employment annually to as many as 30,000 men from Newfoundland, Canada, and the United States.

These brave and picturesque seafarers, in spite of the discomforts and dangers of their calling, find much in it that fascinates and holds. Every year, just as certain as the change of seasons and the budding of the leaf, come the regular supply of bait fishes—the herring, squid, and caplin—and the huge-mouthed, hungry cod. The migrations of the cod are distinctly influenced by the changing temperature of the water. Lying more or less torpid during the winter in the deeper waters far off the coast, the great shoals, with the advent of spring, again approach the shore, rushing in in countless thousands, "striking land" at first away to the south and then farther and farther to the north. For five months—May to October—the fish are "harvested;" but the days of the brief summer are already shortening when the fishing fleet from the south begins to work its way northward along the coast. The fishermen take their wives and families with them for the season, and many



CUSTOM HOUSE HARBOR OF RIGOLET.

take possession of the huts and fishing stages, at almost every bay and cove, to salt and dry their fish, while others live from harbor to harbor in their little schooners, "jigging" for the treasured cod with hook and line, putting out their seines and trawls, or, if they can afford traps, setting these, and daily hauling in their nets and relieving them of the catch. The poorer fishermen are usually "hook-and-liners," who ship as "freighters," paying for their passage and the carrying to market of their catch; or as "sharemen," co-operating with the vessel owners. Instances are on record where a single season's catch of a small schooner representing an outlay of, say, $1,800, has been sufficient to cover her entire cost and leave a comfortable margin.



A CORDUROY ROAD.

When winter approaches, the fisher folk pack up and go south again, only a few "livyers" remaining, who pass the season up the bays of the mainland, where there is shelter and fuel, to hunt furs and to be ready for the seal fishery at the breaking up of the ice in the spring. Along the St. Lawrence the typical fishing boat of the habitant is usually a stanch, home-built craft 20 to 30 feet long, one or two-masted, and of wide beam. One of the larger boats represents a working capital of about $100, and serves for 20 years.

After the close of the commercial fishery in the fall, abundance of brook trout swarm at the mouths of all streams entering the sea. Salmon are also plentiful along the coast, being found as far to the north as the west side of Ungava Bay.

From the earliest times, the fishing industry in Labrador has been confined to a single branch—the exportation of dried cod. The product is carried to St. John's or Halifax, or sold directly for the European market to visiting ships from Norway, Great Britain, and other foreign countries, in exchange for their cargoes of salt and other necessaries.

Even under the primitive methods that still prevail, the industry has been immensely profitable. It would be made much more so by the substitution of modern methods and forms of putting up fish for food. London, for example, is short of salmon every year 1,000 tons, and this fish in the English wholesale market is worth seven times its cost. Here, surely, is room for profitable trade. And not here alone, but also in the curing and packing of boneless cod, salmon, herring, and other salable forms of fish products. The raw material is of the best, and exhaustless in supply. All it needs is curing and packing in the best modern way. A great point will be made by putting up the products in small, attractive, and cheap packages. There is abundant and brilliant opportunity for experienced fish-curing



FORMER HOUSE OF LORD STRATHCONA.

firms of large means, and success will surely follow the maintenance of a uniformly high standard of quality.

The inland waters of Labrador—especially its lakes, and those rivers that flow to the north and the east—teem with food fishes of large size and superior quality, including lake and brook trout, landlocked and sea-run salmon, whitefish, pike, pickerel, suckers, and freshwater cod. Owing, however, to their distance from available routes to market, they must remain for an indefinite time undeveloped, and a veritable paradise for the disciples of the gentle art of Isaak Walton.

THE WHALE FISHERY.

The whale fishery might be carried on at great profit under less burdensome conditions than the $1,500 license fee for each station and other restrictions now imposed by the Newfoundland government. During the last two years, however, the whalers in waters under jurisdiction of the colony, have operated at a loss, so that now they are face to face with a serious crisis and, unless relieved by governmental action in the removal of the onerous conditions referred to, may be obliged to discontinue operations.

Whale-hunting today is something far different from what it was 60 years ago. In those times the whaling fleets rendezvoused in all seas, on voyages that lasted for years, enduring hardships and perils that clothed their calling, above all others of the deep, with the halo of romance. Nowadays, however, a whaler need rarely stay at sea overnight. His swift, stanch steamer of perhaps a hundred tons, with "harpoon gun" mounted at the bow, and lookout in the "crow's nest," scours the waters near its station, keeping a sharp watch for its foredoomed and helpless victims, and daily returning to the station or "factory" with its catch. During the winter the fishery is abandoned, as the whales then remove far from land to avoid the ice-floes. The record catch for a season by one ship has been 258, though as many as five whales have been killed in one day, and daily "bags" of two or three are not uncommon. At the station, instead of abandoning the carcass after extraction of the oil and whalebone, as was formerly the practice, every particle is now put to some commercial use. The oil, extracted from the fat by heat, is used in making lubricants, soaps, ointments, etc., the lower grades being employed in tanning. The meat is converted into meat extract, or smoked or salted for market, the product comparing favorably in texture and flavor with the average beef. It has recently been introduced in New York and other seaport towns, where it is used extensively by Poles, Huns, and other foreigners, and is also finding an increasing demand in the West Indies and other tropical countries which now depend for their meat supply on South American jerked beef. Glue and like products are successfully made from the gristle and cartilege. From the intestines, pleural sacks, and other membranes, is made a leather of remarkable durability and in pieces of larger dimensions than can possibly be procured from any other animal. From the pleural lining, for example, of a full-grown "sulphur-bottom," can be made a single piece of leather 25 feet in diameter; and from its intestines a continuous strip 3½ feet wide and nearly 300 feet long. The mammoth skeleton is ground up for fertilizer, or, after shredding and macerating with certain chemicals, the bone-product is molded and pressed into pieces of crockery, which are light in weight yet extremely tough and resist fire and hot water. And finally, as demonstrated by experiments at the Balena station, the milk of the whale can be manufactured into a valuable nutritive and remedial condensed food, pleasant in flavor, and especially rich in those same fats and proteids which give to cod-liver oil its peculiar value. The yield of milk from an adult sulphur-bottom "cow" is from five to seven hogsheads daily.

Though stripped of much of its old-time romance, there is still enough of peril in a whale-hunt to give it the zest of true sport. When not quickly put hors de combat by the explosion of the loaded head of the harpoon, which is fired to penetrate the vitals of the whale, the mighty leviathan may expose the whaler to great danger of capsizing, in its desperate efforts to free itself from the impaling barbs of the deadly missile. It was the invention of the harpoon gun by Sven Foyn, a Norwegian, and the use of swift steamers for chasing the "racer" whale, which led to a revival of the whaling industry some ten years ago. The calling had been practically abandoned for nearly 40 years because of the failure of the "right" or Greenland whale, which was specially valued for its whalebone.

A removal of the present restrictions and fees that limit profits, and a restoration of the old-time freedom of the rover, might soon result in an extinction of the industry. It would certainly, however, bring a period of great temporary profit; but as it is, the status and outlook of the whaling industry are quite indefinite.

THE SEAL FISHERY.

Labrador is the special home of one great industry—the "hair" seal fishery. In magnitude of catch and aggregate value of product, this industry far exceeds the "Alaska" fur-seal fishery of Bering Sea, while, unlike the latter, it has never aroused fear of the extinction or even serious diminution of the herds. In contrast with the cod fishing, however, it is subject to great fluctuations. In 1902, for example, 528,150 skins, valued at $420,869, were exported—a value more than three and a-half times that of 1897, and nearly double that of 1904.

The industry is one that requires hardiness and daring, and has in recent years attracted few except Newfoundlanders. For the owners of sealing vessels, however, it is enormously rich in rewards; and, in spite of the almost incredible perils and hardships from exposure that are their destined lot, there is never any lack of men eager to join the crews of the sealing fleet as it sails northward from St. John's each year on the tenth of March. The season lasts less than two months, ending April 30.

The seals congregate in two main herds—the "harps," to the landward; and the "hoods," a few miles farther out to sea—gathering each year at practically the same time and place, from 50 to 100 miles off the Strait of Belle Isle. Sometimes as many as 100,000 seals at once will be within range of a field-glass. During summer the animals feed on fish-life in Greenland waters, but move southward as winter knits its ice-mantle in the north. In early February they leave the open water, and mount the ice-floes or anchor ice, where the young



SUNSET ON HAMILTON INLET.

are born. Clothed in their creamy fur, pale as the surrounding snow, and fed on nothing but their mother's milk, the young seals grow with astonishing rapidity, increasing in weight from five pounds at birth to about 50 pounds in a single month. They are then in prime condition, the fat being three to four inches thick and yielding the best quality of oil. The killing is done mainly with clubs; but after the break-up of the ice, the hunters take to boats and use the rifle, duplicating the wasteful methods formerly so common in the Pacific—for not more than one seal out of every three shot is recovered. As many as 13,000 seals have been slaughtered in one day by the crew of a single sealer.

After the ice leaves the bays, many seals

are taken in nets along the shores. By the people of Labrador, the skins are used for outer winter clothing and other domestic purposes; and parts of the meat and fat are preserved as food for the dogs, the only beasts of burden in the country.

The hair seal is valued chiefly for its skin and oil. The latter makes the best known illuminant for lighthouses, and is also used in the manufacture of soaps and as a substitute for cod-liver oil and olive oil. From the skins—which find a ready market in the United States and Europe—fine grades of "kid" and "patent" leather are made, and recently a growing demand has arisen for the tanned product in the manufacture of kit-bags and bicycle saddles.

Owing, however to the coarseness and stiffness of the hair, the skin of the adult seal has only a moderate value as a fur product. Tanned and dyed, it is serviceable for a coarse grade of caps, mitts, etc., and a profitable business might be built up in the manufacture and sale of purses, shopping bags, etc., from the beautifully mottled natural fur. Even greater possibilities in this same way would be realized by using the soft and silky, creamy white fur of the baby seal. The development of such a trade would not only be a boon that would help to break the monotony of life among the lonely dwellers along the coast, but would almost certainly be a profitable business for investors of small capital.

THE FUR TRADE.

As a creator of wealth, the possibilities of the fur trade in the peninsula are worthy of most careful consideration. Practically the only hunters and trappers hitherto have been the nomad Indians of the interior and the Eskimo of the northeast, who have been accustomed to exchange their furs for ammunition and supplies at the scattered posts of the Hudson's Bay Company, and, in very recent years at the post maintained at the mouth of the Northwest river by the great Paris house of Revillon Freres. Very recently, also, the hamlet of Riviere Tonnere on the Gulf coast, opposite the western end of Anticosti, has become an important center of fox-hunting.

Statistics of the volume and profits of the fur business are kept as secrets in the archives of the operating companies; but to judge from the wealth of animal life in evidence throughout the greater part of the peninsula, here undoubtedly lie possibilities of rich development.

The sable or marten is the most important fur-bearing animal of Labrador, but is rarely found north of the Big and Hamilton rivers, save in the wooded stretches of the river valleys. By it, chiefly, the natives expect to live. In 14 years the price of marten skins at the trading posts has risen from $3 to $30, $20 being not uncommonly paid for a good pelt.

The fox is found from the St. Lawrence to Hudson's Strait, the red and black and the extremely valuable silver varieties being abundant in the southern watershed. The white species is plentiful about Hamilton Inlet and to the north; but the blue fox, also found north of that inlet, is more rare.

The "woodland" caribou has been driven from the southern region, but is still plentiful in the barrens and semi-barrens of the north over which also range immense herds of the "barren-ground" caribou or reindeer. To escape the flies, the reindeer spend the summer among the highlands near the coast. In the autumn they migrate inland, and are speared in great numbers by Indians in canoes, particularly at the point where the herds cross the George river, about 100 miles from Lake Michikamau. It was the prospect of witnessing this unique spectacle that lured the explorer Hubbard to his death in 1903.

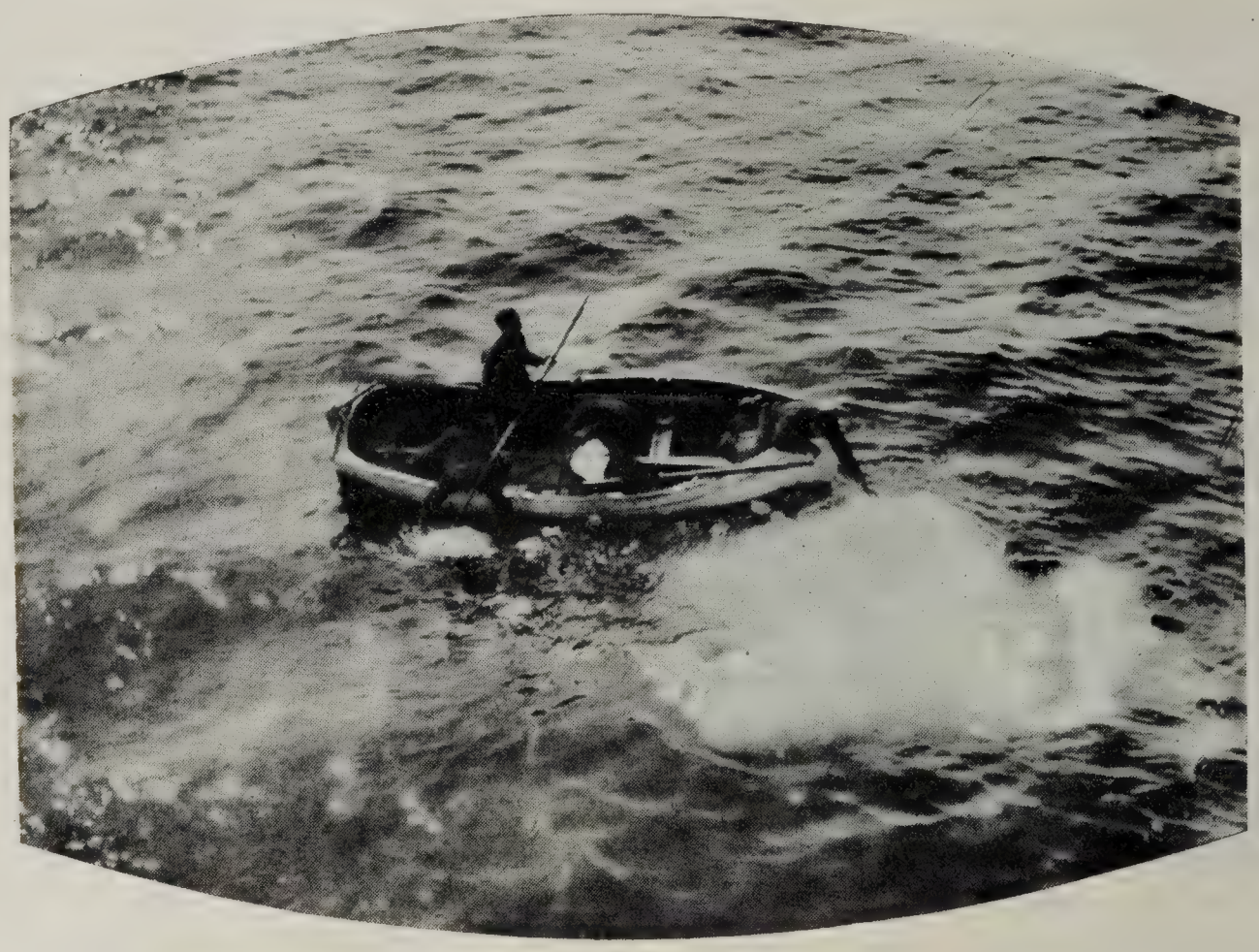
Ermine and otter are common throughout the wooded region, the latter being very abundant in the upper Hamilton river. Beaver, mink and muskrat are also plentiful in the wooded areas of the south. The black bear ranges to the northern tree-limit, but is most abundant in the southern burnt areas. The lynx or mountain cat everywhere infests the woods, but varies in number with its natural prey, the rabbit, which is periodically decimated—about once in every five years—by the ravages of a peculiar throat disease. The wolverine is common throughout Labrador, being most abundant toward the north, and is much dreaded by the natives because of its destructiveness and cunning.

DOCTOR GRENFELL'S MISSION.

A factor destined to be of tremendous influence in attracting the world's attention to Labrador and opening up the country, is the work inaugurated in 1892 by Dr. Wilfred T. Grenfell, of the Royal National

Mission to Deep Sea Fishermen. As long ago as 1770 Moravian missionaries settled among the Eskimo on the Atlantic coast, and it would be impossible to speak too highly of the educational and civilizing influence they have exerted. The Roman Catholic missionaries, too, through the south, have been most faithful and self-sacrificing in their devotion to the spiritual welfare of the Indians and the fishermen. Volunteers of various denominational affiliations have from time to time supplemented these efforts. It has, however, remained for Doctor Grenfell to organize the first systematic and extensive work looking, not only to spiritual uplifting, but to increase of fishermen had often to mortgage his entire catch in advance.

This old order of things is now happily passing. In addition to the work at St. Anthony and other points on the Newfoundland coast, well-equipped hospitals are maintained at Battle Harbor and Indian Harbor, while another is building at Harrington in the Canadian Labrador. Co-operative stores, at which fish are sold and supplies obtained on a cash basis, have been established at various points, and have been made independent of freighting vessels by a special schooner, the Co-operator. A movement is on foot to build at St. John's an "Institute" which shall be a helpful cen-



REPLENISHING SHIP'S SUPPLY OF ICE FROM DEBRIS OF AN ICEBERG.

bodily comforts and betterment of material conditions among the widely scattered settlements along that grim and lonely coast. A brilliant graduate of Oxford University, and a skilled surgeon, he has consecrated his unusual talents to this unselfish work.

Before his advent, life in Labrador meant, in the great majority of cases, a complete denial of the benefits of medical attendance and other comforts that are now within reach. It meant also, for the ignorant and simple-minded fishermen a hopeless slavery to debt under the "truck" system of credit, whereby extortionate prices for salt, flour, and other necessaries were charged by unscrupulous traders, to satisfy whom the ter for the men and boys of the fishing fleet, who, on their return to the capital, are exposed to all a city's temptations of drink and vice.

It is given to few men to combine in themselves such varied functions as those of this doctor, missionary, magistrate, insurance agent, dispenser of supplies, and friend to seaman and landsman alike. In winter, with komelik and dogs, he travels from point to point along the coast and up the fiords; and in summer the blue flag of the R. N. M. D. S. F. flutters from harbor to harbor at the masthead of the trim little mission steamer Strathcona, on its watchful errand of mercy and helpfulness.

The greatest need in this work at the

present time is not so much of funds as of efficient helpers. Here is opportunity for a few capable, all-around men—"jacks at all trades," as it were—fitted by character and training to co-operate in this humanitarian work. To mention this as a "business possibility" may perhaps excite a cynical smile on the part of those accustomed to measure all endeavor by the cold and sordid standards of calculating commercialism; but at the same time it is worth while for one and all of us to remember that it is precisely in such uplifting work as this—along the highways and byways—that life's most enduring satisfactions are reaped.

TOURIST EXCURSIONS.

Finally, not the least promising among the business opportunities held out by Labrador, lies in the organization of tourist excursions. "Travel," so called, acquires here, perhaps more than anywhere else so near to civilization all its original and unconventional charm. A land off the beaten track, almost unknown, wild as in the gray dawn of Creation, yet easily reached in comfort and at small cost; a climate in summer stimulating and healthful, a simple people still strongly suggesting the primitive coloring of prehistoric times; marvelous scenery of mountain, cliff, and fiord; the indescribable beauty of icebergs in their natural home, and the unrivaled auroral glory of the northern skies; every inducement and facility for original work by the student of ethnology, geology, botany, and allied sciences; an exhaustless fund of sport in fishing and the chase; unfettered freedom for every lover of Nature in her wildest and her most placid moods, to wander at will where perhaps no foot of man has ever trod, to go where he likes and do as he pleases—these are some of the things that constitute the charm of freshness and novelty in a visit to Labrador. For many a nerve-wrecked, brain-fagged victim of "the strenuous life" upon whom a trip to Europe or other conventional objective point of travel, has only palled because of the ever-recurring evidences of man's civilized restlessness, a voyage to this northland will prove a most refreshing diversion. Those who have once set foot upon its soil are forever afterward under the magic of its subtle spell.



GROUP OF ESQUIMAUX DOGS, THE "HORSES" OF LABRADOR.



Facts Concerning Factory Management

(Concluded)

By C. B. COOK

PAY ROLL FORM O-68C.

This form shows the complete record for pay roll work, and being in single sheets can easily be passed to the several clerks for figuring, thus making comparatively easy work of the pay roll. There are over 1,300 men in the factory using this system and the pay roll is not by any means a hard job. It is figured on Monday (the time being complete to the previous Saturday) and by three o'clock Monday afternoon the entire pay roll is made up awaiting verification with the dissection sheets attached to the time checks, which is accomplished by Tuesday night. This means that 1,300 amounts have been checked, each dissection slip averaging 5½ jobs per week, each time check averaging 2½ jobs per day. This is accomplished by two young men and two girls at very little cost. These young people have, of course, a complete training for this work.

Let us now take up the matter of registering the charges from the dissection sheets to the different jobs, and the producing of the recapitulation of the dissections. Some concerns use a specially ruled book for recording the charges to the different departments of the factory. (See Form O-68D).

FORM O-68D.

However, one of the best plans is to take the charges from the time check or job card and register the charges on the duplicate of the factory orders, (See Form O-F-42-Back) from the dissection sheet. (See Form O-68A.) Let it be understood that all paid labor must be charged to an order, thus making it possible to prove the total of each department's pay roll by adding the total of the charges made each week to the duplicate of the factory order. These totals are then classified as to the

DEPT. 12

7389			7390			7391			7634			7638		
1905 July 24th			1905 July 24th			1905 July 24th			1905 Aug 10th			1905 Aug. 12th		
7/26	9	18	7/26	1	05	7/26	8	50	8/16	5	50	8/16	6	40
	4	86			68		6	69			42		2	43
	4	65			81	2	54	63	15	82	6	52	12	44		1	30
	3	90														6	84
	8	33														3	24
	4	01														2	88
	6	75															49
		33															90
	2	45	44	46													24	48

FORM O-68D.

accounts they represent and then entered on Form O-68E.

Form O-68F shows one month's charges. At the end of the month these charges are extended, thus charged with the proper factory expense, and then the labor and expense charges are recorded in the cost ledger against the operation number as shown. (Form O-68G.)

On this form is collected all the charges against the job and it is a very complete record.

Now let us return to the duties of the time-keeper's division, as the writer has known them in many factories.

Some send weekly reports to the superintendent showing the number of employes late and absent, the superintendent's clerk transferring same to a quarterly report. (Form O-69.)

This report was always consulted when an employe was recommended by his foreman for an increase of rate, and the employe's chances for the increase were materially affected should his name occur on the report more than was thought necessary by the superintendent. A weekly re-

Form o-68E

IMPERIAL MANUFACTURING CO.

Recapitulation of Dept. 5

Pay Roll, week ending Mar. 24, 1906

Foremen	$ 25.00
Day Work (Manufacturing)	400.62
Piece Work "	321.46
Maintenance—Tools	4.23
" —Buildings and Fixtures	
" —Miscellaneous	
Construction—Tools	6.58
" —Machinery	
" —Buildings and Fixtures	
" —Stock	13.25
Up Keeps—	
" —	
Sales Production	10.02
Repairing and Refitting	3.10
M-109. Overtime Allow. (General)	.65
M-43. General Miscellaneous Work	20.21
Porter Help	1.15
Clerical	15.00
TOTAL	$821.27

Manufacturing SHEET No. 1 IMPERIAL MANUFACTURING CO.

MONTHLY TIME SUMMARY

Dept. No. 5 For Month Ending Mar. 24, 1906

Date Finished	Order Number	Total Labor	Factory Expense 83%	Total
	50301 F	10 89	9 04 ✓	19 93 ✓
3/10	60804 D	99 00	82 17 ✓	181 17 ✓
3/3	61002	100 19	83 15 ✓	183 34 ✓
	74903 G	6 49	5 39 ✓	11 88 ✓
	84601	5 00	4 15 ✓	9 15 ✓
3/3	190108 A	1 10	91	2 01
		400 62	322 51	733 13

Maintenance SHEET No. 17 IMPERIAL MANUFACTURING CO.

MONTHLY TIME SUMMARY

Dept. No. 5 For Month Ending Mar. 24, 1906

Date Finished	Order Number	Total Labor	Factory Expense	Total
	R 361	3 10		
3/10	M 610	4 23		
	109	65		
		44 34		

FORM O-68F.

CONSTRUCTION. Order No. D-840 Dept. No. 7 Account Stock Const.

Name 2/56 Taps Quantity.. 500

Operation Make 500 for Screw Machines Date of Order Feb. 25, 1906

	Date	From Order Quan.	Cost	Finished Part's	Raw Material	Labor	Shop Expenses	Total	Date	Deliveries to Order Quan.	Amount
	2/25				15 00			15 00			
	3/3					5 00	2 00	7 00			
	3/10					10 00	4 00	14 00			
					15 00	15 00	6 00	36 00			

COST DEPARTMENT
FLORENCE EXHIBITOR SYSTEM CO.
MANUFACTURING

Date Finished Mar. 10th 1906

Part and Operation No. 40401 Dept. No. 15 Date Issued Feb. 25 1906
Duplicate of Factory Order, Quantity Finished 5000
Part Name Feed Roll Release Rod
Operation Screw Machine

	Date	Part No.	FROM Oper'n.	Quan.	Cost.	Finished Parts	Raw Material	Labor	Shop Expense	Total	Date	DELIVERIES To Oper'n.	Quan.	Amount
	2/28						21 00	1		21 00	3/10	40402	5000	58 00
	3/3							10 00	8 50	18 50				
	3/10							10 00	8 50	18 50				
							21 00	20 00	17 00	58 00				

FORM O-68G.

Dep't. No. 16 Foreman, W. Carroll

DAYS ABSENT AND TIMES LATE

January, 1905

No.	Name	Week Ending Jan. 7		Week Ending Jan. 14		Week Ending Jan. 21		Week Ending Jan. 28		Week Ending		Recapitulation for previous 3 months	
		Absent	Late	Absent	Late	Absent	Late	Absent	Late	Absent	Late	Absent	Late
26	Miss Aborg											1 1/2	
27	" Connors		1					1				1	2
28	" Cleary	1 1/2						1 1/2				2 4/2	
29	" Eagan		1					1/2				6 3/2	1
30	" Hoskins		1										1
31	J. Vallvozi		1										1
32	Miss Frost	1/2				1/2		1 1/2				5 1/2	
33	" Crimmins											4 3/2	
34	" Peterson	1/2				1		1/2				3 1/2	
35	" Henke	1/2										1/2	
36	" Roberts					1		2				4 1/2	1
37	" Joyce					1		1				3 1/2	
38	" B											3/2	1
39												98/2	

FORM O-69.

port (on a quarterly form) was sent to the manager and superintendent, giving the number of men and women employed in each department. Some concerns allow no employe to leave the factory during working hours except through the time-keeper's office, and then only upon time check being signed by the foreman of the department. Other concerns use a pass for this purpose. (See Form F-70). Each day these are passed upon by the superintendent and approved. All notifications of leaving and discharges were sent to the time-keeper's office (Form F-71).

Pay envelopes were distributed by the paymaster through the different departments. Some concerns require the employe to present himself at the paymaster's window for his pay. A good system, and one which is followed out by an up-to-date concern, is to pay the employes through the foreman of the different departments. The pay envelopes were made out by the paymaster and his assistants and arranged

U. T. Co. Form F-70

FLORENCE EXHIBITOR SYSTEM CO.

To OFFICE. Date_____

Please pass bearer_____

from FACTORY.

Foreman_____Dept. No.___

State particulars_____

_____

_____

Approved_____

Supt.

numerically in boxes, and then turned over to the foremen as they called for them. Each box represented a department and inclosed in each was a foreman's receipt or

Timekeeper's Dept. Form F-71

NOTIFICATION OF LEAVING

Dept. No. *31*

Employe's No. *196*

Name *John Jones*

Left *1-3-05*

Discharged .....190.....

FOR REASON AS CHECKED

Foreman *M. Floyd*

Rec'd at office *Jan. 3, 1905*

CAUSE OF DISCHARGE or REASON FOR LEAVING

Good Workman
Desirable
Other Position
Misunderstanding
Dissatisfied
Undeserving of Increase
Poor Health
Incompetent
Disorderly
Bad Disposition
Misconduct
Misrepresentation
Unsteady
Intemperate
Lacks Ambition
Does not apply himself

typewritten list of names of the employes in his department and these names conformed with those on the pay envelopes in the box. The foreman checked up the list

Cost Department Form 72
U. T. Co.

DEPARTMENT RECEIPT

Foremen are requested to check this receipt with pay envelopes before paying off the employes.

PLEASE SIGN AND RETURN WITH BOX

Dept. No. *1—Japan*

NO.	NAME
1	F. E. Innes
2	B. Boutillier
3	N. Scoville
4	M. Mathews
42	A. Daley, Miss
43	J. Ryan
44	W. R. Bates
45	C. Charbonneau, Miss

Received the above employes' pay envelopes and returned those marked thus X

Signed *T. E. Dun*
Foreman

and handed same to the office after he had receipted it. (See Form F-72.)

The boxes were handed to the foremen about five minutes before quitting time. If an employe was out on pay day, the foreman returned the pay envelope to the paymaster, who immediately made a note of same upon the foreman's receipt, which the foreman initialed. When the paymaster paid this employe he erased the notation from the receipt and obtained a receipt from the employe. All employes leaving or discharged signed a release receipt with the last wages paid them by the company. Pay envelopes and dissection cards were made out on an addressing machine.

Rep No 1						Rep No 2						Rep No 3						Rep No 4						Rep No 5					
No	L	No	Cash	No	Credit	No	L	No	Cash	No	Credit	No	L	No	Cash	No	Credit	No	L	No	Cash	No	Credit	No	L	No	Cash	No	Credit
	A						A						A						A						A				
	B						B						B						B						B				
	D						D						D						D						D				
	E						E						E						E						E				
	H						H						H						H						H				
	K						K						K						K						K				
Indication																													
Customers																													
Credit																													
Refunds																													

Rep No 6						Rep No 7						Rep No 8						Rep No 9						Rep No 10					
No	L	No	Cash	No	Credit	No	L	No	Cash	No	Credit	No	L	No	Cash	No	Credit	No	L	No	Cash	No	Credit	No	L	No	Cash	No	Credit
	A						A						A						A						A				
	B						B						B						B						B				
	D						D						D						D						D				
	E						E						E						E						E				
	H						H						H						H						H				
	K						K						K						K						K				
Indication																													
Customers																													
Credit																													
Refunds																													

Proof Entry						Remarks
Cash				Mdse		
Sundry Persons				Cash		
Mdse						

Figure six Balance Sheet

Multiple Cash Registers for Department Stores

By R. P. HENDERSON



THAT the cash register's poplarity in the retail business is very fast increasing is very evident by the large number now in use.

Up to within a short time it was a novelty to see a cash register with more than one general drawer but the multiple drawer register has shown its superiority so great that it is now used almost universally.

A retail establishment can use this system very economically, in the saving of time; viz., waiting for change, possible stoppage of the entire cash system (not infrequently for a whole day), busy cashier or many other such reasons. It is a great improvement over the best carrier system and this saving of time allows of more trade being taken care of and does away with any impatience on the part of the customer occasioned by these delays. The operating expense of such a system is much less, doing away with the cashier, no power cost to operate motors or blowers and no repair costs such as found with the carrier systems.

This system explained below is now operating successfully a force of 30 or 35 salespeople in ten departments and could be easily adopted for more or less accordingly.

In installing such a system it is first necessary to plan out your departments, studying out what register could be used to advantage in each particular department, for instance, the furnishing department employs at all times three salesmen and in the busy season possibly two additional, for this

department you would want a five multiple drawer register and so on through the entire store, it is always better to provide a little more accommodation than is absolutely necessary for any change that might possibly be made in a department.

When more than one department is using registers it is customery to number each consecutively, as, furnishing department number one, notion department number two and so on, these should be placed consecutively which would make the work of taking details much simpler.

In Fig. 1 you will see a six-drawer cash register and at the left of the extreme left-hand column of keys you will find a lever which can be moved up and down, stopping in one of six notched positions marked, A-

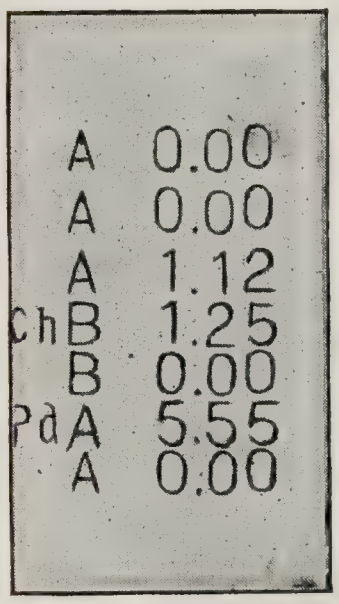


Fig. 2.

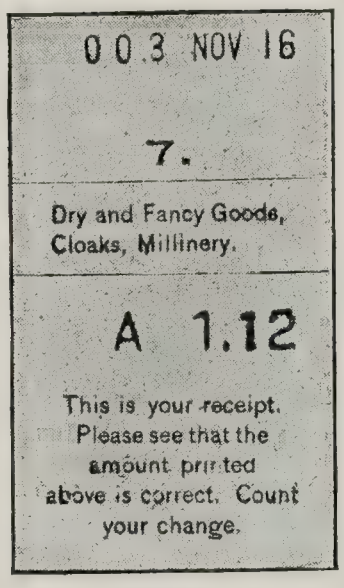


Fig. 3.

B-D-E-H-K, respectively, and opposite these notches you will find indexes for the name of the employee using the key opposite.

Each drawer is marked as the notches, viz., A-B-D-E-H-K, one for each letter. Now, in order for "A" to open his drawer, it is positively necessary for him to set the lever in the "A" position, which, in turn, so registers on the detail slip (under lock and key) A 0.00 as shown in Fig. 2.

Should this have been a cash sale it would have been necessary to press the keys corresponding to the amount of the sale, in which case it would appear on the detail strip opposite his initial as is also shown in Fig. 2.

Whatever cash sales are registered by "A" are automatically added on "A's" adding wheels, which give at night a total of his individual sales.

In opening for business each salesman is given two purses, each bearing the register number and his key letter; in one purse is placed $10 in change (or any amount necessary), the use of the other purse is explained later on.

With the registering of a sale a customer's receipt is issued indicating the kind of sale, cash, credit, etc., amount of purchase, initial of salesman, register number, date, consecutive sales number and any other small statement as shown in Fig. 3 These checks, in the case of a cash sale, must be given to the customer.

In making a credit sale, the charge is made out in the usual way and after having it O. K.'d it is then registered as was the cash sale, but in addition it is necessary to press the "Charge" key found in the lower left hand column. This key indicates a credit sale on the detail strip as shown in Fig. 2. It also shows similarly

REFUND VOUCHER

Front. Reverse.

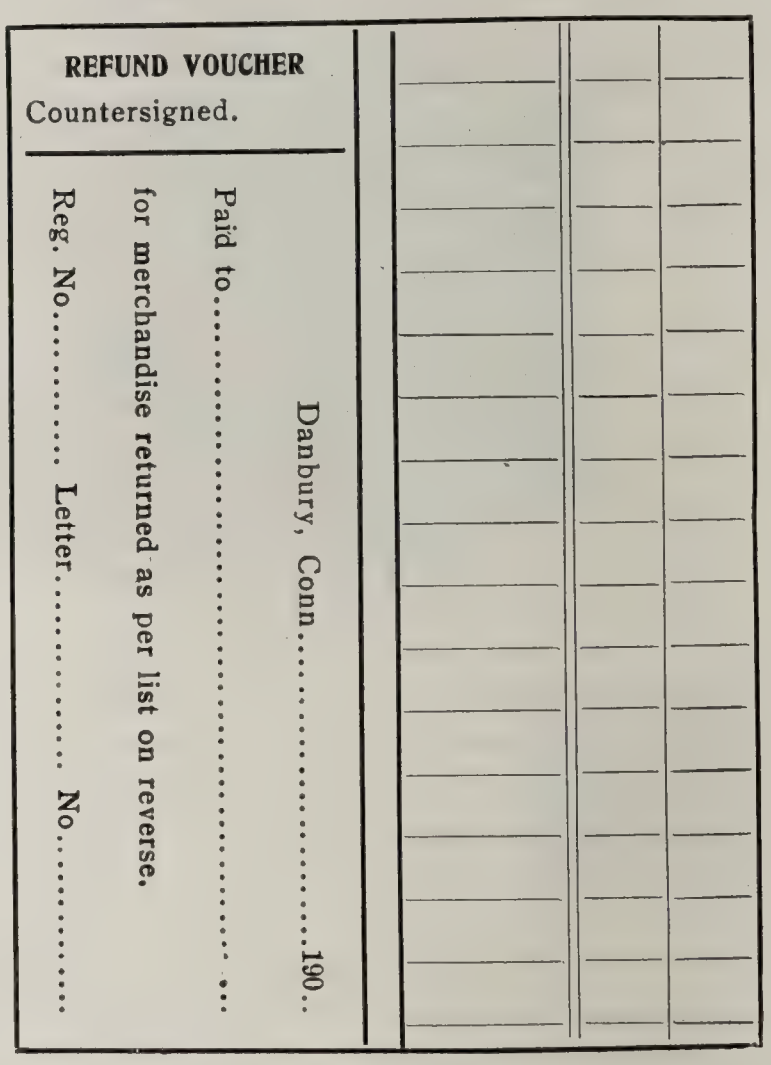


Fig. 4.

on the customer's receipt, issued by the register, but in this case the check is retained by the one making the sale and on the reverse side is written the name of the party making the purchase. These checks are added in the daily statement, Fig. 5, as credit sales.

The party approving a charge must detach it from the duplicate (which goes to

the customer) and deposit it in the office and is held responsible for it until checked off by the customer's checks as handed in by the salesman.

In returning purchase money it is necessary to fill out a statement as shown in Fig. 4, and on the reverse side is a list of articles returned. This must be countersigned by the head of the department or someone in authority. After doing this it is registered in the same way as a sale. In addition, pressing the "Paid Out" key, found in the left hand column, indicates a pay out or refund on the detail strip and also on the customer's check. This check and voucher is sent in with the cash and also the credit checks.

Amounts paid out do not, of course, add into the total of sales.

At the close of the day's business the clerk places the $10 (the amount given him for change) in the smaller purse and makes out a statement showing the amount of his cash sales, his pay outs, his charge sales and his total sales. (Fig. 5.)

CLERK'S DAILY STATEMENT

The clerk will first remove the amount of change (*10.00*) placed in the drawer at the beginning of the day's business, putting it in the smallest purse and list the balance as:

Cash in drawer.....			*2*	*4*	*75*
No of slips *2* Paid out				*1*	*45*
Cash Sales.....			*2*	*6*	*20*
No of slips *6* Credit Sales			*1*	*2*	*50*
Total Sales.....			*3*	*8*	*70*

I hereby certify the above is correct to the best of my knowledge.

Reg. No. *3* ..... Letter. *A* ..... No. *26* .....

Date *Sept. 10* 190 *6*

FIG. 5.

This statement is verified by the individual clerk's adding counters.

Besides the sets of adding wheels for each clerk, there is a grand total adding counter on each register that accumulates the amounts on the clerk's counters. This enables the proprietor to allow a bookkeeper or some other clerical help to balance the clerk's sales by the clerk's totals and he can afterwards verify same by the grand total counters on the register.

The book-keeper or whoever balances the register, makes out a statement showing the sales of each clerk and hands it to the proprietor.

The only time required in making up this statement is the time required to read the different sets of adding wheels.

These registers handle charge and paid out transactions as they do cash sales and fix absolutely the responsibility for all transactions. At the same time they show which clerk does the most business and is of greatest value to the proprietor.

In making a statement for the entire force a balance sheet such as Fig. 6 is used, separating each department or register, and each salesman's cash and credit sales as shown by the daily statement. The refunds are placed in the cash column in red and must be added to the amount of cash handed in to make the statement balance with the amount shown on the individual adding wheels.

Should there arise a dispute as to the amount of change given a customer it takes but a minute to count out the money of that particular register and compare it with the total indication, which will show exact and at any time the conditions then existing.

Salesmen need not fear anyone will tamper with their drawer in their absence as each drawer is furnished with a key, locking but the one drawer.

The greatest objection to this system is in having sufficient change at all times in every drawer but by having a plentiful supply at some convenient and central place this objection would be easily overcome.

This system is in every way daily proving to be the most satisfactory method of making change.

The registers are now being built to operate not only by hand but also by electricity, requiring only a pressure of the key to complete a registration.

Contributed by Publication Department of National Cash Register Co.

"It will do everything but talk."

This is what John Blank, one of the progressive merchants of this city, says in describing a wonderful machine which he has just installed in his store.

Mr. Blank's customers are showing an

unusual interest in this machine, first, because of its wonderful mechanism; and, second, because it assures them that they are doing business in a store where mistakes are at a minimum

The machine in question is the latest and most improved type of a National Cash Register. It combines the functions of a mechanical cashier, a book-keeper and a judge.

This register is what is known as a multiple register. In reality, it is six registers in one, inasmuch as each employe of the store has a separate adding counter and a separate cash drawer.

It is "multiple doer" machine also. It will do nearly all things a man can do in a store, except sell goods and dust the show cases, and do all better than a man can. As a cashier, it is fast and always on hand; as book-keeper, it never makes an error; as a judge, it is absolutely fair and without prejudice in settling any disputes that may arise.

Men can, and all men do, make mistakes. A machine which has been properly assembled cannot make a mistake. Mr. Blank's register can't help being perfect. It is made that way. As previously mentioned, the register cannot talk and, therefore, is a congenial thing to have around. It can, however, make signs. Further, it can print. It has a complete printing plant somewhere in its insides and it makes a record of every transaction taking place in the store. In fact, it makes two records, one of which it passes out to the customer; the other it files away for Mr. Blank's future reference.

	A -0. 34	
	K -0. 13	
	A 10. 95	
Ch	E -3. 98	← Shows charge sale of $3.98 made by Clerk "E."
	H -3. 50	
		← Space shows when proprietor left store for lunch.
	A -0. 05	
	B -0. 60	
	H -1. 59	
Rc	A 16. 30	← Shows $16.30 received on account by Clerk A.
	H 25. 00	
	A -0. 50	
	D -0. 74	
	H -4. 75	← Shows Cash sale of $4.75 made by Clerk H.
	K -5. 00	
	D -0. 75	
	B -0. 30	
	B -0. 00	← Shows that Clerk B opened his cash-drawer.
	A 15. 00	
	H -0. 10	
		← Shows when proprietor returned to store. Sales indicated between this space and space above were made during his absence.
	B -0. 49	
	D -5. 50	
Pd	A -0. 35	← Shows that Clerk A paid out 35 cents.
	A -8. 55	
	H -0. 05	All other sales shown on the strip are cash sales.
	E -0. 45	
	D -2. 00	
	B -1. 25	

A beautiful cabinet of polished wood supports the machine parts of the register. The cash drawers are lettered "A," "B," "D," etc. On the register are keys, "A," "B," "D," etc., corresponding with these cash drawers. There are also keys which are marked "Charge," "Received on account" and "Paid out." In addition, of course, the register has the usual keys showing amounts of money.

If Mrs. Jones comes into the store and buys 50 cents' worth of goods from Clerk A, this clerk goes to the register, presses the "50 cent" key and the "A" key, thereby signing his name to the transaction. Then by simply turning a handle the clerk can cause a great many things to happen all at once; indicators appear showing all about the transaction; the cash drawer is unlocked and opened automatically; a bell rings announcing the registration; the proper entry is made inside the machine; a receipt is printed and thrown out for the customer; a detailed record of the transaction is printed by the register; and the cash sale is added on an adding mechanism, which will show at any time the total amount of money taken in by any individual clerk.

The register is particular about who operates it and how. It refuses to work until all the necessary keys have been pressed. Nor will it permit Clerk A to operate Clerk B's cash drawer. The minute Clerk A should try to operate Clerk B's cash drawer, the register would sound an alarm on Clerk B's bell.

The check which the register prints is a receipt to the customer. On the check, Mr. Blank states he will give $1 to any customer who makes a purchase in his store, either for cash or credit, and fails to receive this printed slip.

Customers are anxious that they should not be charged twice and that their accounts should always be correct. Consequently they are glad to co-operate with the merchant by asking for their receipts.

While the machine is printing and throwing out a check for the customer, it also prints in duplicate a detailed record of each transaction on a long strip of paper which is rolled up under lock and key in a little metal cabinet at the side of the register. This is a permanent record for the proprietor.

At the end of the day Mr. Blank can take this printed tape from the register and review in detail the business done during the day. The tape will show him which clerk waited on the most customers and will give the amount and kind of every transaction.

If any of the cash drawers fail to balance, Mr. Blank can tell which clerk is responsible; if a bad coin has been accepted, he can tell which clerk accepted it; if Clerk D took in a piece of lead money, this money will be found in Clerk D's cash drawer.

Mr. Blank believes that satisfied customers constitute his greatest business asset and he, therefore, endeavors to conduct his store upon a system which will insure satisfaction to his patrons. With the installation of the new register, he believes he has the most perfect system that the human mind can devise.

Time Consumed in Traveling

By W. W. HISCOX

THAT a lot of valuable time could be saved and put to a good use if the business men of the large cities could only utilize to advantage the time consumed in traveling back and forth to their work. An average of 30 minutes is required while on the street, elevated, subway or steam cars to reach the office. It is seldom less than 30 minutes, and oftener nearly an hour. For convenience of figuring, take the half hour as a basis. One man loses an hour a day and a total of 300 hours a year, which divided into working days of eight hours gives a total of 37 days and four hours. The average city business man loses a little over six entire weeks a year on board the cars. Multiply the loss of a single man by a hundred thousand, yes, five and even ten hundred thousand,

and we have the enormous total of 37,500,000 days of eight hours each. Figuring this time at 50 cents an hour we have $150,000,000. This sum is an enormous loss of wasted time, which partially could be directed into productive channels.

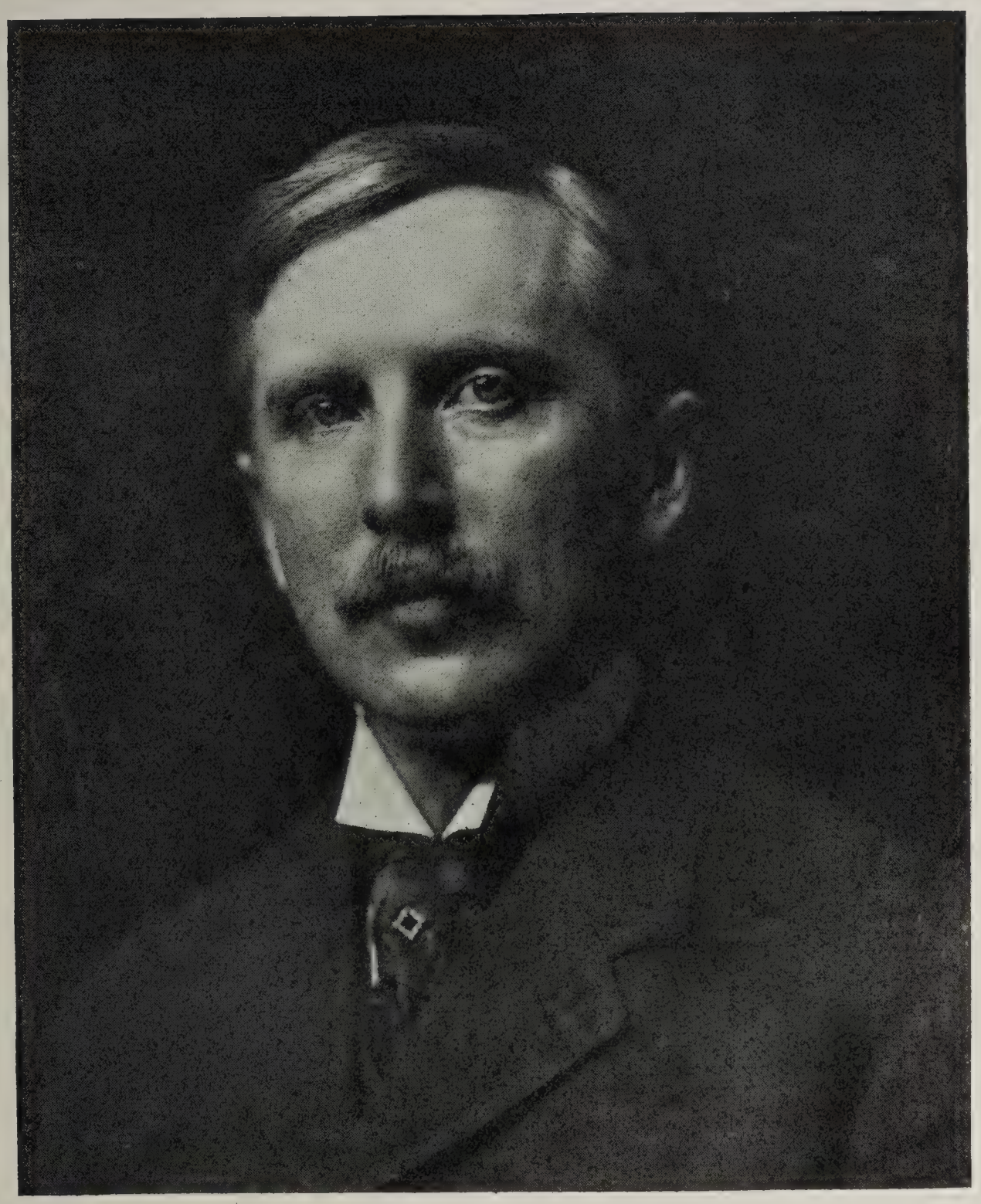
Many business men, it is true, read the morning and evening newspapers while on the cars, but it is not true that their time is thus profitably spent. I do not mean that the daily papers should not be read, but that it is not necessary or advisable to devote more than 15 minutes to each morning and evening edition. The large majority of business men glance at the morning paper over their coffee cups, and they carry the copies onto the cars more as a pretense to kill time than to derive any special benefit from the reading. In the afternoon, the five o'clock editions of the papers are delivered at the office, and a glance of a few minutes gives the reader an idea as to what has happened in the world since the appearance of the morning paper. Thus, the majority of the business men working in the large cities have practically no occasion, other than the killing of time, to read the newspapers on the cars.

Now, how can this time be spent to advantage? The crowds and the lack of facilities prevent writing, so that the time on the cars must be confined to reading. Instead of the daily papers the business men would find it profitable to read the trade or class publications for the suggestions and helps to apply to their own particular line of business. Every business man, regardless of his special line, could devote two or more hours to reading THE BUSINESS MAN'S MAGAZINE. As he reads from the front cover, all articles advertised which he thinks might make a saving or improvement in the conduct of his business should be noted, and circulated about the house for the expression of opinion. The very first article may be something which will suggest a saving in his accounting department, and that should be marked for the head accountant to read. To have specially prepared the valuable information appearing in every number of THE BUSINESS MAN'S MAGAZINE would cost him many hundred dollars, but for a few cents he may apply to his own use the information prepared by experts. Where a business man is head of a large concern then it is to his advantage to subscribe for several copies of THE BUSINESS MAN'S MAGAZINE so that as much benefit as possible will be derived by each employe reading it.

We will imagine a large contractor taking advantage of his time while on the cars to read his favorite trade paper. He reads the advertisements, and mentally asks himself will this machine make or save me money. If he thinks in the affirmative, he tears out the page or marks it, and on arriving at the office consults those who are most likely to know about the advantages of the machine. In the reading pages, the contractor learns of several proposed contracts, and decides to submit bids, or perhaps he reads of an invention which he can adopt to advantage in his own business. He learns that a certain mechanical engineer whom he has long wanted has resigned from a competitor, and is now at liberty to consider offers from other contractors. By reading the trade papers he keeps posted as to what his competitors are doing. In a hundred and one ways he finds profit in the reading.

The time on the cars may not be confined to trade and class publications. It is possible to read at least one book a week. These books should be on technical subjects dealing directly or indirectly with his business. Or if the business man does not want to read, he can do a lot of thinking and plan in his mind an advertising campaign, or while on the train think just what he shall put in the circular letter he is to send to the trade.

In fact, every business man can make profitable use of the time consumed while on the cars in going to and returning from his office. In six weeks or 300 hours thus saved much can be accomplished to improve any line of business, and to make the same more profitable.



A Bank and Its Loans

By CLAY H. HOLLISTER

A BANK has at least a two-fold function. It may encourage the deposit of money by the mass of the people and it must, at the same time, so invest that money that it can, when called upon, produce it and give it back to the depositor. Any banker who allows himself to forget that he must always be ready to pay out money as well as receive it is in danger of allowing his desire for immediate profit to overcome his ability to earn a continuous dividend. His doors will some day close and his stockholders will be his worst enemies.

In a growing business community where varieties of industrial and mercantile pursuits are followed, a banker finds plenty of occupation in fulfilling his twofold service to the community. His bank must be ready and willing to receive the funds of the people who need to use his facilities in the purchase of their commodities. who wish to gain an earning upon their savings, or to

have their money available in currency on emergency.

The purpose of this article is to give some suggestions as to the best methods of loaning money so that it may be promptly available in times of need for the use of the depositor. We will not undertake to discuss the investment of funds in stocks, bonds or real estate, all of which may or may not be safe and desirable, according as such investments are carefully made, but we will seek to show briefly what seems to us some of the essential factors which will enable a banker to foster the industry and commerce of his city and still do it safely and without undue risk of his investment.

Generally speaking, the groundwork for extending credit to any borrower is a belief in his honesty of purpose and in the correctness of the statements he may make from the very best of his knowledge and belief. This is fundamental. Men who are dishonest with others may sometimes pay their banker, but it's a long gamble, for the reverse is more often true. It is sometimes the case that men unwittingly swear to a false statement, but these cases are comparatively rare.

The value of the items of the statement may often be questioned. The banker may have a widely different idea from the borrower of such value, and in all cases he must use his judgment and act accordingly.

The statement should be in writing and should give in various detail the composition of assets and liabilities. The more detailed it is, the more satisfactory to the banker. Uusually, nowadays, the banker furnishes the client with a printed form containing spaces for such information as it is desirable for the banker to know. These statements when kept in regular order form a valuable record of a concern's ousiness progress and indicate the changes that may occur in it from year to year. A fresh statement is called for at least once a year, or at any time when important loans for the client warrant it.

A banker gives prompt attention to a client who meets his engagements just as he has agreed, without evasion, or who, in the face of adverse conditions not under his control, makes prompt report and explains his inability to do all he has agreed to do at the time, but satisfies him that he can surely make good at a later date.

There are several classes of business which need assistance from banks. Loans to merchants may be properly made upon some well known collateral or upon their personal statements showing that they have a considerable preponderance of their own capital in the business and are borrowing to enable them to take advantage of regular discounts upon their bills or buy seasonable merchandise.

Loans to merchants are based upon their available assets, which should largely exceed the amount of the loan. An intimate knowledge of the character of these assets is most desirable. The character of the merchandise—whether fresh or stale, the quality of the accounts receivable—whether they are for recent sales or contain many items that are long past due and uncollectible. Schedules of these accounts are frequently asked for and scrutinized.

The items of furniture and fixtures should represent only a small proportion of the assets. Many merchants have spent too much of their available capital in that item.

The frequency with which a merchant turns over his stock and cleans out his slow-selling stock, the character and attractiveness of his store, his readiness to adapt himself to new conditions—all these points weigh with the banker.

Loans to clients should be elastic, not fixed for long periods of time, but paid up once or twice a year even though the same amounts are soon borrowed for new purchases. These loans should not be liquidated by the client's borrowing elsewhere, but by his getting the money out of the business itself. Many bankers, because it is easier to get along with their customers, allow them to carry fixed loans for many years on the general theory that such loans are safe. The customer soon gets to considering the loan a part of his capital and resents the suggestion that he should pay it. The sooner the banker who encourages such loans wakes up and calls it, the more

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The author of this article, Mr. Clay Harvey Hollister, is the son of Mr. Harvey J. Hollister, vice president of The Old National Bank, Grand Rapids, Mich.

Mr. Hollister was brought up in a banking atmosphere, and has so distinguished himself in the prosecution of his important duties to the bank and to the community generally, that in 1900 he was elected president of the Michigan Bankers' Association. Mr. Hollister entered The Old National Bank in 1888, was made assistant cashier in 1891, cashier in 1903; and is one of the directors of the bank.

likely he will be to have that client in good financial condition when the crisis comes—and the crisis always does come, when one least expects it! No answer of a client is farther from the truth than, "All you want is your interest, ain't it?" The banker has a right to his principal when he needs it.

A somewhat more complicated statement to analyze is that of the manufacturer. The general principle of it is the same, but here there should be even stricter scrutiny, for conditions change rapidly and a great loss may occur in an incredibly short time.

The main factor here in extending of credit is the management. There must be integrity in it, of course, but there must also be a high order of executive ability which takes account of a tremendous amount of detail and by organization keeps it thoroughly in hand. The same scrutiny of statements should follow as in the case of the merchant. Here the inventory of merchandise is more difficult because much of it is in a partially finished state from the raw material to the piece just ready for its last process. A banker must know that the client knows the cost of these processes and the value of his goods—that the inventories are not padded—that reasonable allowances have been deducted to allow for depreciation.

The factory and its fittings are subject to great wear and tear and depreciations of considerable percentages should be deducted each year from these. Some of our best informed manufacturers pride themselves on wiping out the cost of their plant in a term of years, although keeping a record of it for insurance purposes.

The manufacturing end of the business must be carefully watched; and then there is the accounting and selling end. These are equally important. A concern may turn out ever so fine goods and not ask enough for them, or these goods may be sold to irresponsible parties. A banker must know that the manufacturer has all these details in mind and has a satisfactory system for seeing that they all work in harmony and for the profit of the business.

It is important to know with any borrower that he has in no way pledged with another the property which he asks you to accept on the basis for his credit. His statement should show all mortgages outstanding, whether on real or personal property.

The indorsement or guaranty of a responsible party is a most desirable safeguard to have upon all notes discounted whether for individuals or corporations. Such a requirement has a twofold benefit—it protects the bank and it also in a sense protects the borrower, for he is more inclined to be reasonable in his borrowings because he knows that the indorser will scrutinize his affairs.

Corporation paper should always have personal guarantees except in those rare cases when the loans are for only a small percentage of their total assets. These indorsements, while not necessarily representing large outside strength may fre-

J. M. BARNETT, President. WILLARD BARNHART, Vice President. HARVEY J. HOLLISTER, Vice President
CLAY H. HOLLISTER, Cashier. FRANK S. COLEMAN, Assistant Cashier.

REPORT OF CONDITION AT CLOSE OF BUSINESS JUNE 30, 1906.

RESOURCES.		
LOANS AND DISCOUNTS.		*$4,703,274.94*
REAL ESTATE.		*605.00*
BANK BUILDING AND FIXTURES.		*170,000.00*
U. S. BONDS.		*824,490.76*
STOCKS, BONDS AND CLAIMS.		*115,874.17*
CASH RESOURCES		
DUE FROM BANKS.	*782,243.53*	
U. S. TREASURER.	*45,700.00*	
CASH.	*415,000.70*	*1,242,944.23*
		$7,057,189.10
LIABILITIES.		
CAPITAL STOCK.		*$800,000.00*
SURPLUS AND UNDIVIDED PROFITS. (Net)		*493,507.73*
CIRCULATION.		*800,000.00*
DIVIDENDS UNPAID		*32,000.00*
DEPOSITS.		*4,931,681.37*
		$7,057,189 10

DIRECTORS.

James M. Barnett, Willard Barnhart, H. J. Hollister, Joseph H. Martin. W. R. Shelby, E. G. Studley, Wm. Judson, L. H. Withey, Geo. C. Peirce, Clay H. Hollister, W. D. Stevens, J. C. Holt, Henry Idema, Edward Lowe, W. W. Cummer

quently do so, and should always include the managing officers whose good faith and integrity can thus be closely allied with the loan.

Banks should avoid large loans to their own officers. Such loans should be invariably made upon collateral or sufficient indorsement and should be carefully scrutinized by boards of directors. Many banks decline to make any loans to officers and their position is based upon the fact that most bank failures have been due to the misuse of bank funds by those in charge of them.

In the item of plant account we often find a dumping ground where losses are carried but not charged off. Liberal depreciations of a considerable percentage should be scaled off every year from such items as machinery, fixtures, tools, dies, patterns, etc. Patents have no business in an account as a basis for credit, this in spite of the fact that many patients have proved valuable to their owners. Patterns also are a dead asset to a bank.

In the items of accounts receivable there should appear a schedule showing actual mercantile credits for merchandise sold and another schedule for moneys owing to the firm by members of it, or employes. These latter accounts should be small, if allowed at all.

If there are notes receivable, as well, it is most desirable to know the character of these, whether they are matured or not and what they were taken for. If long past due, they certainly should have no place on the books as a live asset and should be charged off.

When we come to the liabilities of a concern it is very important that the banker knows how they are made up. If it is the Bills Payable, to whom they are running; are any past due? are they given for value received or simply in exchange for the paper of some other concern, thus creating a double credit and a double debt with no basis in fact? Are the accounts paid when due and are discounts on purchases saved whenever they are worth while? Is the bank account kept in a satisfactory manner, without overdrafts and with balances which average at least 10 per cent of the money borrowed?

Banks should also decline loans made for political advantage or based upon any other than a purely business foundation. They should be subjected to the same rules and requirements that obtain for any other loans.

Oftentimes loans may be made to professional men or those not actively engaged in business, and these should carry the guaranty of a responsible name or should be collateralled.

Many men forget that character is oftentimes a borrower's best asset. A square dealing man may borrow far more on a given amount of assets than a crooked one.

The status of a client's property as to title and encumbrance should always be examined and moneys owing to a wife or relative be treated as in the nature of a debt which will probably be preferred in time of trouble. There should be a record of inventories of stock and merchandise kept, and the manufacturer should know at least once a year—preferably oftener—what these inventories are. An inventory honestly taken is the real indicator of progress or failure. All doubtful or dead accounts should be eliminated, all poor assets cut out of a statement, so that when presented to a banker he can see a clean record of things as they are.

No estimate of the amount of money that can be loaned safely on such statements can be made except in the individual case as it appears, for each stands on its own basis alone. A general proposition might be this, that no loan should be made to anyone without having the assurance that within a reasonable time the money and its use should be returned along with the good will of the customer. These questions may safely be asked of the borrower:

Do you lend your notes or credit to any individual or concern without a tangible valuable consideration, and if so, to what extent?

Do you indorse the paper of individuals or corporations, and if so, to what extent?

Do you use in your own business, notes and credits of others for which you have not given tangible valuable consideration, and if so, to what extent?

His answer will go a long way toward clearing up your idea of a client's regard for an obligation as being something not to be trifled with or carelessly assumed.

Ordinarily the size of a loan depends upon the character of assets, the principal consideration being their convertibility, which would allow the borrower to dis-

pose of them within a reasonable time and pay his loan. A banker much prefers to loan $50,000 to be used in such a way that it can be profitably returned in six months' time than to loan $10,000 which may stand out for years because it has gone into the plant or permanent investment of the client.

Complete records are kept by banks showing the total and individual loans to every client and these when properly tabulated well reflect the activity of the account and the volume of loans made. By careful comparison from period to period of statements presented, very accurate data can be gathered to prove the success or failure of any business. Honest statements will reflect actual conditions. Dishonest ones may temporarily deceive but sooner or later they will be discovered.

A statement when received should be signed by the client invariably. All direct statements of clients made to the bank should be supplemented by those given to the regular mercantile agencies who keep a detailed record of changes and conditions which are valuable to know and also give current criticism upon the account. These helps are valuable. A banker cannot know too much about a borrower.

The full insurance of all insurable assets is not only a privilege, but a duty, and bankers cannot too strongly emphasize that fact. In many cases where the fire loss might prove very disastrous the banks request clients to deposit their policies with them to provide for contingent losses.

These few thoughts have occurred to me as I have endeavored to mention some of the snares and pitfalls of loaning money which a banker strives to avoid. There are others and each new one leads to a still further one. The price of success in banking is eternal vigilance to see that customers keep within conservative lines in their business and keep honest. To understand the man who believes in a wrong idea and either make him see the error of his idea or pay his loan; to withal keep a level head to deal squarely with the daily emergency as it is presented; this requires tact and patience and all the brains that a banker can find.

Some Accounting Methods for a Retail Tailoring Establishment

By C. B. SMEETON
Incorporated Accountant

THE very nature of the business demands that the accounting system of a retail tailoring establishment be of the very simplest nature consistent with the correct recording of the transactions. The forms presented herewith are designed for the purpose of furnishing quickly all details perculiar to this business with a minimum expenditure of time and labor.

PURCHASE RECORD.

Form 1 shows a suitable purchase record. After the goods are received and the invoice O. K.'d the discounts are figured. The gross amount of the invoice is entered in the "Amount" column and the discount in the "Discount" column, the net amount being carried to the accounts payable. On account of dating, it is desirable to enter the year in which the invoice is payable, particularly if the due date extends into the next year. The discount date, May 10th, is entered in the maturity record as shown in the illustration. At the end of the month the columns are totaled and the following journal entry made:

Purchase Account	$516.40	
To Discount		$ 36.15
To Accounts Payable.....		480.25
Purchase Account	£103.5.7	
To Discount		£ 7.4.7
To Accounts Payable.....		96.1.0

COMBINATION SALES BOOK AND MEASURE RECORD.

No explanation is required as to the method of filling out this form. These orders are made up in books of 50 and numbered in triplicate, the original, duplicate and triplicate being made at the same operation by the use of carbon paper. The

PURCHASE RECORD.

1904

Date		Name	Purchases		Discount		Accounts Payable		Year	Jan.	Feb	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	When Paid	
12	25	Perry & Co.	516	40	36	15	480	25	1905					10									

Form 1

original is handed in at the office with the payment, the duplicate is handed to the customer and the triplicate is retained in the book from which is made the card of instructions for the cutter. The orders in this book are indexed by the name of the customer and the order number is also entered in the index so that these transactions can be readily referred to.

COMBINATION SALES BOOK AND MEASURE RECORD

Name _____
Address _____
Garment _____
No of Goods 7582
Price of Suit _____ $ 25.00
" " Overcoat _____ $
" " Coat & Vest _____ $
" " Trousers _____ $
" " Fancy Vest _____ $
Total $ 25.00

Terms
Cash Deposit _____ $ 2.00
" Try on _____ $ 3.00
" Delivery _____ $ 3.00
Total $ 8.00
Payments Bal. 17.00
$ per week _____ Month
Collect on Thursday

Order No _____ Date _____ 190_
Measured By
Coat
Vest
Trousers
Overcoat

Try on _____
Finish _____

Remarks:
3/16th Stitch
Buckle Straps
Pistol Pocket

Form 2

SALES RECAPITULATION.

Form 3 can be drawn on a sheet of paper of suitable size and such other columns added as are necessary to present the proper statistics. At the end of each day the sales are entered from the sales book and the totals footed in pencil. Should it be desirable to know the sales for any particular day, the difference between the pencil footings would give this information. A record of this nature is of great value for comparative purposes in future years. The total sales for the month (including both cash and credit) as shown by the sales record is entered on the ledger by means of a journal entry:

Customers Accounts Receivable
To Sales Account.

It is considered advisable to charge all sales to the customer's account whether they are spot cash or instalments as the customers' accounts form valuable records both for circularizing and for future references as to their method of settlement.

CASH JOURNAL.

The cash journal submitted in Form 4 will be found a very convenient record. The entries made will explain the operations of this book. The columns on the left hand side of the "Particulars" space represent charges to the respective accounts, and those on the right hand side of the "Particulars" column represent credits. The bank columns are memoranda only.

SALES RECAPITULATION

Date		Salesman	Order No.	Amount		Suits		O'Coat		Coat & Vest		Trousers		Fancy Vests		Commission		Remarks

Form 3

CASH JOURNAL

Dr. Cr.

Expense	Wages	Commission	Discount Received	Accounts Payable	General Ledger	Cash	L.F.	Date	Particulars	L.F.	Cash	General Ledger	Discount Allowed	Accounts Receivable	Bank Deposits	Bank Withdrawals
						756 30		Jan. 2	Balance			756 30				
						12 00		" 5	John Smith on a/c					12 00		
						30 00		" "	Wm. Johnson					30 00	42 00	
				400 00				" "	Hudson & Co.		380 00		20 00			380 00

Form 4

The total deposit for the day is entered in the "Bank Deposit" column and the total amount of checks issued for each day is entered in the "Withdrawal" column. The difference between the two columns will show the bank balance.

CUSTOMERS' LEDGER.

A card system will be found a very convenient means for keeping track of the customers' accounts. The cards are filed alphabetically regardless of the date on which the account was created. The particulars are entered on these cards directly from the sales book. Only one debit column is necessary on the cards, it being preferable to have a separate card for each contract. Several credit columns are necessary to accommodate the instalment payments. The debits from the sales book and the credits from the cash journal are posted daily to the ledger card. The balance due from the customers should be drawn from the cards once a month in order to ascertain whether the amount aggregates the balance as shown in the customers' accounts receivable controlling account.

COLLECTIONS.

Collection cards are provided similar in style to the ledger card. The customer has a copy on which the collector gives his receipt. For the protection of the concern the office copy should be marked original and the customer's copy duplicate. Every other month the office manager should insist that the collector leave the original card with the customer and take up the duplicate and bring it to the office for inspection. This will prevent the collector holding out payments for a few days and appropriating the money to his own use.

Another method is to change collectors very frequently. Contract jumpers must be promptly reported to the office so that the matter can be taken up without delay. Entries by the collector on the instalment cards must be made in ink or with an indelible pencil.

In order that the collections may not be overlooked the instalment card should be filed ahead to the date on which collections

CUSTOMERS LEDGER CARD.

No. 540 Chicago, Jan 25 1905

Name Frank Smith

Address 269 Elm St.

Collect on Thursday Total Amount $45 00

Terms $15 00 down $2 00 per week

DEBIT		CREDIT								Monthly Balance
Date	Am't.	Date	Am't.	Date	Am't.	Date	Am't.	Date	Am't.	
1 25	45 00				Fwd				Fwd	

Form 5

are to be made. Every two or three months the instalment cards should be checked up with the ledger accounts and a notation made on the ledger card as to the date on which the instalment record was last inspected.

GENERAL LEDGER.

Accounts in the general ledger are opened with cash, accounts receivable, inventory, furniture, fixtures and machines, to which are charged the value of the respective assets. Accounts are opened with accounts payable, bills payable, accrued accounts and any other liabilities. The excess of assets over liabilities is credited to the partners' respective capital account. Accounts are also opened with wages, expenses, commission, discount, insurance, light, etc.

The plan outlined has been found to be very satisfactory and can be recommended to any concern desiring a simple and effective system for keeping in touch with the details of the business.

A Chance for the Ambitious

By H. L. HALL

THERE is a magnificent opportunity before the retail clerk of this day if he or she will try to become something more than a mere automatic figure and a poor one at that. The retail clerk who will so increase his sales to double those of his fellows is sure of more money and a better place in short order. And how easy it would be to do so. Now this talk applies as well to the young woman clerk as to the young man but for convenience we will refer to the clerk as "he." Go into any of the retail stores of your city or of any city. Watch for an hour the method and manner of the clerk. Take the dress goods counter for example. Here comes a lady who is seeking for materials for a summer gown. She has no very clear idea of what she wants so she asks to see the line of new muslins.

To begin with it is often the case that she must wait until the clerk has finished an interesting conversation with his neighbor at the next counter and when he has done this he will consent to toss out on the counter a bolt—or two or three of them possibly—of such material as may be most easily reached. There is no interest in the matter for him seemingly for he hums a tune and looks out at the window the while if there is a window handy. If no window is within his vision he takes a lively interest in the appearance of the sweet young thing at the adjacent ribbon counter. It is a cardinal point in his creed not to seem to have even a shade of interest in the customer or her wishes. "Will this fade?" asks the customer. "No, ma'am," is the response. He does not know whether it will or whether it will not. It is easier to say "no" than "yes" or the latter would, in all probability be the answer. The same laconic answers and the same studied indifference are maintained to the end. If the customer buys all well and and good, but if not it is none of his business. If perchance the customer is more than usually persistent and insists on being shown another pattern and still another, the successive bolts of goods are slammed on the counter, one atop of another in the most heedless manner or possibly in a pettish way which says very clearly that the request is considered an impertinence. And this is a salesman! God save the mark. The only reason why the store employing him sells anything at all is because the clerks there and elsewhere are all of a sort. One is as bad as another. What a chance for a real salesman. What a chance for a young man who will take pains to find out something about his goods and who will make a little study of the fitness of things when it comes to filling the needs and wishes of those who wish to spend their money with his employer. One who will enlarge his vocabulary beyond the "yes ma'am" and "no ma'am" stage.

Listen to the talk of the incumbrance who is taking up a real salesman's room. The traditional three hundred words of the unlettered man's vocabulary would seem far beyond him from all you can hear for the two phrases above mentioned seem to be the staple of his conversational powers. Not a word of commendation of the goods does he have to offer save perhaps, "we sell a lot of this now." If he could only realize that many a woman—and many a man, too, for that matter—comes to his counter to have help in making up their mind what a chance for sales he would have. But then: To give any real assistance would mean that the clerk must really do a little brain work. And what on earth would he do any brain work with when he is seemingly more lacking in brain power than he is in the item of vocabulary. To this sort of clerk an order for an item just shown is the end of all things. Such an idea as that of trying to add to an order already given is far from his mind. More sales mean more work and his whole aim is to get through the day and through the week with as little work as may be possible. His "is that all?" is as final as the laws of the Medes and Persians. Often he does not even ask but merely says: "That's all, is it?" and in such a case it is all of course.

It would be a hardy shopper indeed who would continue in the face of this finality.

One sees many very successful establishments with a full complement of clerks of this sort. Why they are successful and how they can be so is a question which it passes the mind of man to answer. But they are and the thought arises as to what their success would be if they could be equipped with a force of real salesmen. Take one of our modern monstrosities, a big department store for instance: If one of them could get a hundred real salesmen sprinkled among the force of a thousand dummies behind their counters it would be but a short time before that store would drive the rest out of the race. Those real salesmen would be offered salaries which would make them open their eyes even in this day of handsome remuneration. It is a safe statement that the sales of any one of our big stores could be doubled for any given period by the exercise of salesmanship by the people behind the counters. It is a wonder that someone has not tried it before now but if it has been tried the writer has not been fortunate enough to be present on the occasion.

The fault for the present condition is a divided one. Part of it is chargeable to the employer and part to the clerk. A portion is due to lack of ambition on the part of the clerk himself—sheer laziness if you choose. A part is ignorance which in turn is due to that same laziness above spoken of and a part is due to a lack of proper co-operation and instruction on the part of the employer. There are few if any stores where the employer makes even an occasional effort to teach the clerk anything about the goods he is selling. This does not excuse the clerk but it places a large share of the blame on the employer just the same. It is not enough that the buyer knows his business. Goods well bought are said to be half sold and that is about the way they are usually sold. The buyer must be buyer and seller too in spite of the old Hebrew saying that one man cannot be buyer and seller at the same time.

Business System and Service

THERE are business houses whose administrative heads are so irrevocably committed to a cast iron system or routine as to leave no room for the admission of new ideas. There are others which are so intent upon adopting every new notion in business methods that it would take an insurance lawyer to discover any system at all.

Neither of these policies is sound economically; neither one pays, in the sense of bringing the best results. The former method leads to dry rot, the latter to confusion; and between the two it is a question which of the two is the greater obstacle to permanent business efficiency.

Business efficiency has to be judged by at least two standards: It must earn the necessary surplus and dividends on the investment. 2. It must maintain the morale of its officers and employes. The former of these is self-evident, but the latter is too frequently overlooked. The good will of a business, if properly developed, becomes one of the largest and most valuable of secret assets. There is far more in it than in the attitude of an employer toward a successor, which the law contemplates in the sale of a business. In its better quality it involves the loyal co-operation of employer and employes in the conduct of business from the lowest to the highest step in its daily ongoing. To inspire employes with such a spirit requires talent which inspires confidence, rather than system which kills co-operative interest.

Nevertheless, some system which is simple and certain, which enables the management to know what is done and by whom, and by which results can be measured, is essential to business success in its truest and best sense. The problem is to combine rational system with pride and appreciation in service, so that everyone on the pay roll may look upon every achievement as a thing which has come to pass by virtue of the part he or she has had in it.—*Wall Street Journal.*



PANORAMIC VIEW OF THE BUSINESS SECTION OF ROCHESTER. THE VIADUCT AT

ROCHESTER THE

BY L. B.



IN the days when civilization first dawned upon our country, there slumbered in the fertile valleys of western New York one spot which, through its inherent loveliness and fertility, the diversity of its soil and the possibilities for the development of natural power with which nature had endowed it, was destined to become one of the great commercial centers of the nineteenth century. Inhabited by the powerful tribe of Seneca Indians, the site which today is occupied by the city of Rochester and its environs, was even then called the gateway of the west and the guardianship of this gateway was considered a signal honor, an honor no less jealously guarded by the captains of industry of 1906.

With the earlier history of Rochester the days of Indian Allen, the first white settler in the 1780's, down through the purchase of a tract by Rochester, Fitzhugh and Carroll, the planning of the 100-acre tract in 1802, which formed the nucleus of the settlement called Rochester after the senior proprietor of the enterprise, through the successive developments to the present day city we have comparatively little to relate except in so far as a few excerpts from its past history may help us to understand how Rochester has come into its present being and the spirit which has animated its citizens throughout its existence. It is with the industrial Rochester of today with its busy mills and its prosperous, contented and ever expanding population that we are chiefly concerned.

Henry O'Reilly, writing of Rochester in 1838, says: "The population of the city, numbering 17,160, at the close of 1836, may be safely put down at about 20,000 in May, 1838. In 1814 when Commodore Yeo of the British squadron on Lake Ontario, made a hostile demonstration at the mouth of the Genesee river, Rochester could furnish but 33 arms bearing men to unite with the few militia of the surrounding country in resisting the threatened attack, and it is worthy of note that among all our present thousands, there are probably not

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NOTE—The photographs especially made for the BUSINESS MAN'S MAGAZINE are designed to show some of the beautiful homes, churches and parks of Rochester.—ED.



THE RIGHT CARRIES THE ERIE CANAL ACROSS THE GENESEE RIVER.

FLOWER CITY

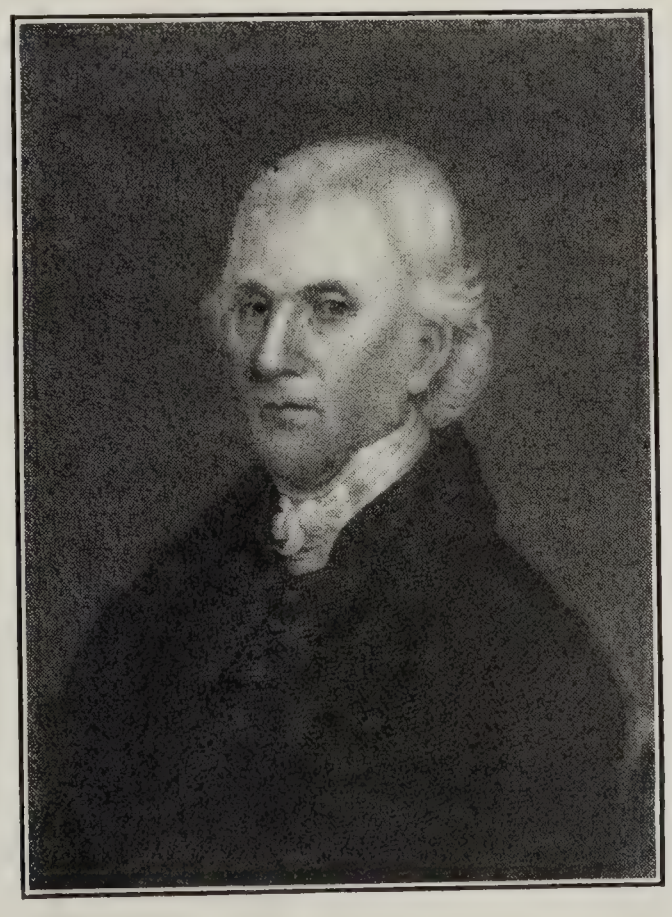
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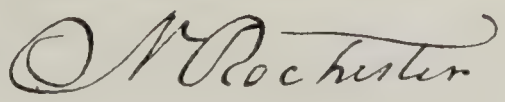
ten persons of manly age in the community who were born within the city limits. It is therefore remarkable enough, that such homogenousness should be manifested among the population, a fact that can be explained best by reference to the Yankee lineage of the majority.

"With all the rage of speculation westward, with all the new villages and cities that have been laid out through the far west during the last 20 years, where, in what place through all that broad and fertile region can there be shown any town which has surpassed Rochester in the permanent increase of population, business and wealth?

"Twenty years ago there were but 331 people where the city of Rochester now stands. The population had swollen to 1,500 in 1820. Five years afterwards the census showed a total of 4,274. The United States census in 1830 gave Rochester a population of 10,863 and the state census early in 1835 showed an increase to between 14,000 and 15,000. Since that time the great influx of emigrants occasioned by the solid improvement of the city in trade and manufactures, without any feverish excitement about real estate, caused a larger proportionate increase of valuable population than occurred in any other equal space for the previous seven years.

"The additions to the population are chiefly mechanics and artisans characterized





by the ingenuity, perseverance and moral worth which constitute the true riches of



New England. The prosperity of the city has been occasioned chiefly by the toil and enterprise of hard working artisans and practical business men instead of being bloated into notoriety by the forced or fraudulent exertion of speculating capitalists."

These views of the substratum of Rochester's foundation written by this early historian on the spot, might be transferred with little variation of their substantial meaning to every decade of the city's history since that time. Rochester has achieved her present stature by that species of persistent, normal and active growth which produces a fine grained, elastic and most substantial commercial timber, with which may be fashioned with safety a great industrial structure.

Rochester has never been a city of booms, in fact it has never yet experienced a real boom in its history. The immense strides made during the past three or four years are merely successive steps in the geometrical ratio which has marked the city's development. Rochester, like the majority of her industries, was begun on a small scale, each year has added to her growth, and her profits have been reinvested in her own enterprises to enlarge and to better them. This process has been continued until today, with hundreds of large and perfectly equipped manufactories, free of incumbrance, with ample capital for the manufacturing and marketing of their various products, the annual turnover of her business leaves a surplus net profit calling for immediate investment, sufficiently great to produce a marked annual increase in new enterprises and the development of previously established business. This increase calls for more operatives, more homes and greater consumption of the necessities and luxuries of life; increase in street railway and suburban traffic; more retail stores; larger wholesale business and greater draft on the surrounding country for eatables; more money expended for



CORN HILL METHODIST.

LAKE AVENUE BAPTIST.

amusements; in fact a general quickening of the business pulse from natural causes that might by the casual observer be deemed superficial and temporary.

Rochester is essentially a city of homes. A larger percentage of the population own their own homes than in any other large city in the United States. The reason is obvious. Permanent and steadily growing industries furnish continuous employment to the heads of families and the various members as they develop.

The cost of land is comparatively low and the security engendered through steady, remunerative employment tends to increase the desire to invest earnings in a permanent home.

The beginning of the present movement of the city's population toward its suburban districts is comparatively recent, but is now in full swing. Cottages and fine residences are vieing with each other for the possession of land northward toward Lake Ontario; eastward and southward along the beautiful valley of the Genesee and westward toward the land of promise, where many of the largest manufacturing establishments have been recently erected.

The home builder in Rochester is particularly favored, the land on which the city is situated being undulating with a solid limestone rock foundation securing maximum circulation of air and the greatest degree of sanitary cleanliness. The natural drainage of the city is perfect and the sewage system has been developed with the increase in population.

The shade trees of Rochester are one of its chief elements of beauty. Under the supervision of the board of park commissioners, the planting and pruning of trees has been systematically regulated and nature has been more than kind. There is scarcely a locality where the foliage is more abundant or more beautiful and the aggregate comfort to the population can hardly be estimated. Many miles of asphalt paved and modern brick streets, together with trap rock surfacing in many of the residence districts, gives a continuous net-work of pleasant drives for pleasure vehicles rarely found in cities.

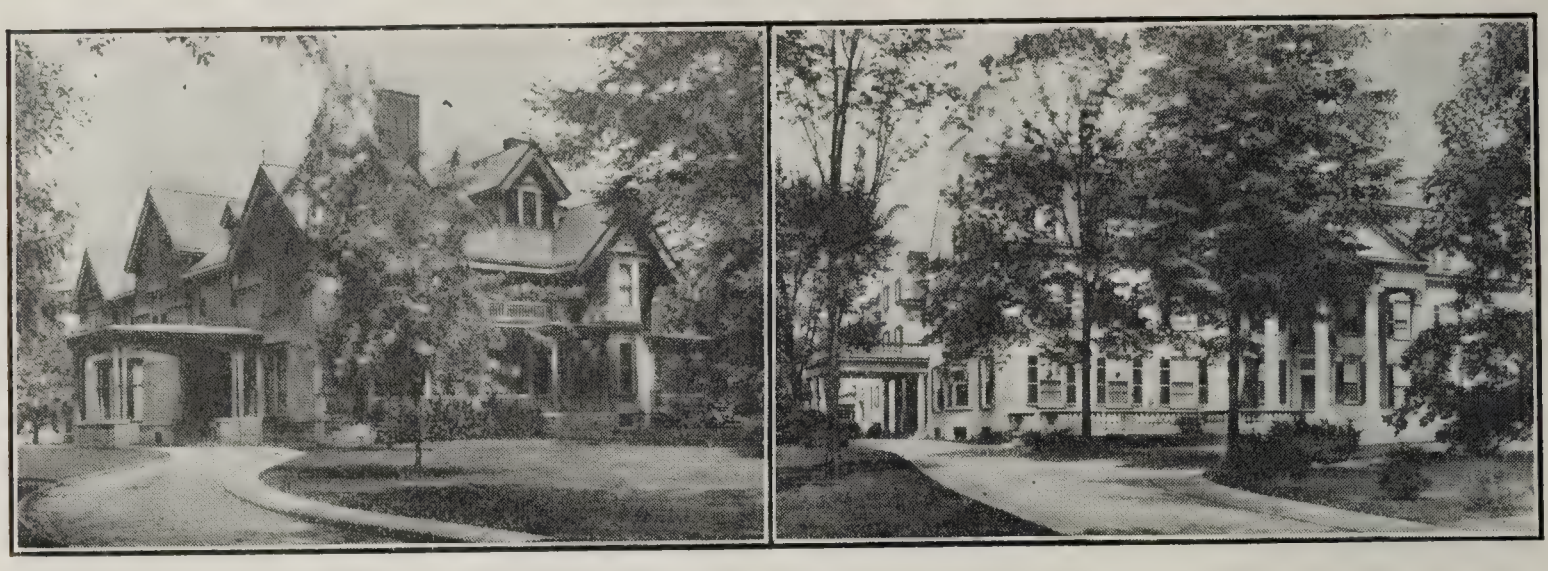


ROCHESTER IN 1812

"When I saw your place in 1810 without a house, who would have thought that in 1826 it would be the scene of such a change?"—*De Witt Clinton to Everard Peck.*

Not many years ago a group of public-spirited citizens banded together to give the people a series of large playgrounds where healthful recreation could be had by the toilers confined within walls during the greater part of the day. The result is a system of parks, so distributed that every section of the city has its easily accessible, free, fresh air playground.

Genesee Valley Park in the southwestern



part of the city is notable for its beautiful greens, where golf links have been laid out; its athletic park and its boating, the Genesee river flowing between low banks through the park. The park commissioners encourage the formation of canoe clubs, supplying ground for the purpose, regulating the use of canoes and pleasure boats on the river, to the end that each may have the greatest enjoyment with the least amount of danger.

Highland Park in the southeastern part of the city occupies very hilly ground and is famed wherever city parks are known for its magnificent collection of lilacs, which has been its pride for many years, more recently, beautiful collections of rhododendrons, azaleas and other interesting groups have been fostered, so that this park presents a continuous flower show throughout the season.

Seneca Park in the northeastern part of the city extends along the rocky gorge of the Lower Genesee. With its miniature lake and artistically arranged grounds, it forms a natural park of great beauty, enhanced for the younger population by the maintenance of a zoological garden.

Maplewood Park in the northwestern part of the city is more of a natural park than any of the others. Stately trees and broad vistas of green with beautiful roadways and one of the finest views of the gorge of the Genesee in the city, are among its pleasures.

Each park is provided with its pavilion and shelters for the refreshment of the people and their protection against sudden storms.

The Park Board maintains during the summer season a park band which gives free concerts each pleasant evening in one or the other of the city's parks. While popular music is a necessity a number of classical selections are rendered at each performance and are evidently enjoyed by the listeners, usually numbering from 5,000 to 10,000 or more at each performance.



IMMACULATE CONCEPTION.

GERMAN EMANUAL.



In addition to these main parks, there are many smaller parks scattered throughout the city, many of which are under the supervision of the Children's Playground League, a volunteer organization devoted to the improvement of the condition of public playgrounds throughout the city. This league has accomplished a very estimable work.

While Rochester may justly be proud of its park system, there is probably no city in the Union that has so many natural playgrounds for the people within easy reach. Lake Ontario, with its chain of resorts, connected with the city by three electric railway lines places over 40 miles of lake shore within easy reach of the people at a very moderate fare. Canandaigua lake is an hour's ride by electric car from the center of the city; Seneca lake, Cayuga lake, Keuka lake, Conesus lake, Silver lake are all within a short distance, thousands of excursionists filling their shores every holiday and thousands more spend their vacation time at the various resorts about them.

The country side for miles in either direction from the city is a net-work of fine roads; some of the finest roads in New York state radiate from Rochester. It is a favorite touring ground for motorists, in fact a recent estimate placed the sum invested in motor vehicles in Rochester at over $3,000,000.

It is truly a pleasure to live in a business city where one can escape from the cares of the day into the freedom of one of the most beautiful rural districts in our country almost at a moment's notice.

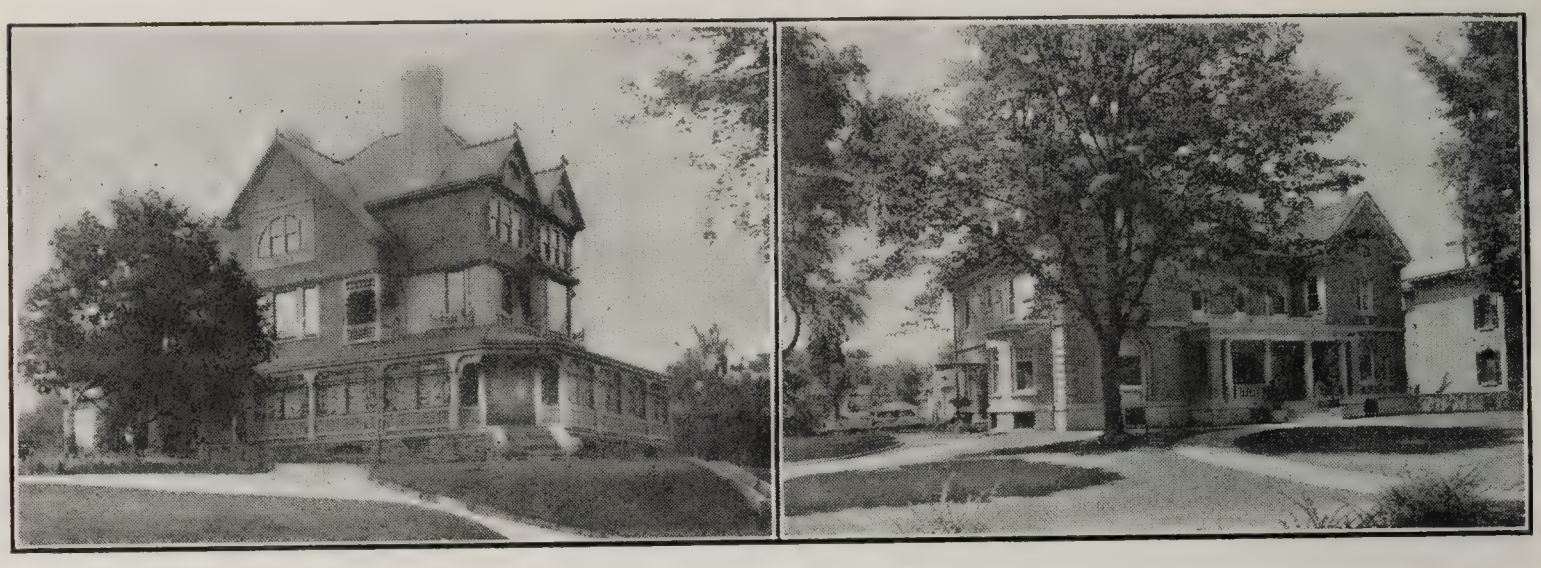
If Rochester is a city of homes, it is also a city of churches. The spires of 122 magnificent edifices of all the leading denominations stand out among green foliage in every part of the city.

The homes and business buildings of Rochester are guarded by one of the finest fire departments in the United States. Twenty-four fire companies, equipped with



CHRIST EPISCOPAL.

ST. PAUL'S EPISCOPAL.



the most modern apparatus, reduce fire insurance rates to a minimum.

The water supply of Rochester is derived from Hemlock lake, 29 miles distant from the city, the water shed of the lake being owned by the city. Twenty-two million gallons a day of this crystal water are delivered to the Highland Park reservoir the storage capacity of which is 105,000,000 gallons. A second reservoir is now being constructed on Cobb's Hill which will more than double the storage supply of the city. On account of the purity of the water, cases of typhoid and other diseases due to impure water are very few. In this connection it is interesting to note that the average death rate in Rochester for the past five years has been only 14 per thousand, in fact the climate of Rochester is such that the health department maintains a consumption cure for needy persons in incipient stages of the disease, and it is claimed that Rochester air will benefit such cases under proper treatment, almost if not quite as much as mountain air, usually thought to be the only specific.

The Rochester school board has during the past few years constructed two new high school buildings, completely equipped, and their plans contemplate the addition of two more high schools, so that the four quarters of the city will be provided for in this connection. In addition to these high schools, many new public schools have been constructed for the accommodation of the 24,487 pupils registered in the various wards. In addition to these pupils 17,000 children are registered in the parochial schools.

The Rochester Mechanics' Institute registered 3,500 pupils last year, the majority of them being young people employed during the daytime. This institution was founded by a number of Rochester manufacturers and has been supported from the beginning by public subscriptions and bequests.

The University of Rochester and the



VIEWS IN SOUTH PARK





Rochester Business Institute are well known institutions of high grade.

Fraternity life has reached a very high development, all the leading fraternal organizations having large memberships. Rochester has one of the largest and most complete Masonic temples in the United States and the largest Masonic lodge in the world. In fact Rochester has many "largest" things. She is the largest producer of photographic supplies of any city in the world, has the largest thermometer manufactory in the United States, the largest preserving establishment in the world, the largest output of nursery stock of any city, the largest manufacturer of optical instruments, has the largest enameled tank manufactory in the world, the largest button factory in the world, the largest lubricating oil plant, the largest factory in the world for the manufacture of machinery for making wooden boxes. The annual value of all manufactured products reaches the sum of $82,000,000; stocks issued by local industries are valued at over $100,000,000; capital invested in the manufacturing and wholesale trade over $70,000,000. There are 2,750 manufacturing establishments. These figures give a clue to the real growth and stability of the city. A few very large manufactories may be a bad thing for a city. Depression in trade or unlooked for competition may eliminate the earning power of one or two such large establishments and cause almost complete stagnation of business in the city in which they are located.

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PARKER, DUNBAR, & CO.,

DEALERS IN

BOOTS, SHOES, AND RUBBERS,

No. 2 Curtis' City Block, Main-Street,

W. A. Parker.
H. P. Dunbar
F Breck.

ROCHESTER, N. Y.

P., D. & Co., are constantly receiving, from their manufactory at the East, BOOTS AND SHOES, of every description, which they will sell as cheap as the cheapest, by the case, dozen, or single pair.

☞ Orders from the country promptly attended to.

REPRODUCED FROM A ROCHESTER PAPER OF 1832.



GENESEE RIVER, SOUTH PARK.



RED CREEK, SOUTH PARK.



Rochester, with over 2,000 manufactories covering almost every conceivable kind of manufactured production is always in the market. She is always producing something that the world wants and her workmen can always find employment in those industries that are active. In the possibilities of these 2,750 manufacturing establishments lie the possibilities of a great future for Rochester. The growth of these industries normally and gradually will bring an enormous aggregate of work and profit to the city. She has a safe foundation in them. It would be a sad catastrophe that could wipe out any appreciable percentage of these varied industries at one time.

The diversity of employment offered makes Rochester an exceedingly attractive city for young men. The employe can find among these thousands of factories something to his liking, some employment that is profitable, some opportunity for advancement that is usually lacking even in larger cities with less diversified interests.

One of the first great industries of Rochester was the milling industry developed around the three power-giving waterfalls of the Genesee. The total power of these falls at the present time is estimated at 50,000 horse power. In the early days of the city when the volume of water during the summer was much greater than now power was much greater, although not at that time utilized, and on account of the development of the flour milling industry the city received the name of the "Flour City." In later years the decrease in the importance of the milling industry and the growth of the nursery industry, has led to a change in the name from "Flour City" to "Flower City." Rochester is now famous the world over as the "Flower City." The fertile and diversified soil about Rochester and the favorable climate have made the growing of nursery stock here particularly successful. Plants and trees grow vigorously but not too rapidly, and when transplanted to other localities seem to thrive and develop better than similar varieties grown almost anywhere else. For this reason Rochester-grown nursery stock has become famous not only in the United States but in foreign countries as well and the annual shipments of Rochester nurseries run into the millions of dollars.

Although Rochester is no longer the "Flour City" she still produces over a million barrels of flour annually.

Rochester is the third city in the Union in the production of ready-made clothing,



ENTRANCE TO SENECA PARK.



FRONT LAKE, SENECA PARK.

although she is without doubt first in the production of high grade men's and children's clothing. Cloaks and other women's apparel are also produced in large quantities. In the markets of the country Rochester clothing has earned first place for quality.

Women's, children's and men's shoes are produced to the extent of $12,000,000 per year. Some of the largest and finest women's and children's shoe factories in the world are here. The shoe industry is one of the oldest of Rochester's great industries and the years of training her employes have received in this branch of manufacture together with the development here of improved machinery for the work have placed Rochester shoes in the lead.



PAVILION HIGHLAND PARK

One cannot pay too high a tribute to the development of manufacturing enterprises requiring a high degree of technical skill. The optical industries of Rochester are a fine example of this development. The optical industry of the United States had its beginning in Rochester back in the fifties and since that time the highest grade of optical instruments have been produced. Microscopes, photographic lenses and shutters, eyeglass and spectacle lenses, kodaks and cameras of all descriptions, the finest field glasses in the world, search lights for naval purposes, range finders and gunnery telescopes, surveying instruments and many other delicate pieces of apparatus along the same lines are turned out in commercial quantities by skilled workmen, most of whom have been educated in the shops of Rochester. Among these skilled workmen none are more accomplished or better fitted for the pains-taking, careful work required than the thousands of German artisans employed, in fact Rochester owes much of its progress and stability to the German Americans who have labored unceasingly for its advancement and who form a large and very desirable element of the population.

In other technical and artistic lines Rochester has many interesting manufactures. Her productions of stained glass windows are found in public edifices and homes throughout the Union. Her manufactures of artistic furniture, chairs, cabinets, office furniture, etc., are of very considerable importance.

In the printing arts, both letter press and lithographic, a very high class of work is

produced and in large quantity. Rochester folding boxes and cartons, fancy boxes for confectionery and other lines of trade will be found in almost every home. One of the largest and most completely equipped plants for the manufacture of telephones and telephone cables gives employment to hundreds of skilled operatives. Skilled artisans are also required for the numerous machinery, gear and tool making establishments as well as in the manufacture of edged tools, screws, coach and casket lace, gold beating, picture frame manufactory, pianos, billiard tables, dental apparatus, jewelry, etc.

commodate the west side trade. Clothing, furniture, carpet and drapery stores with palatial interiors and ample proportions flourish and enlarge almost yearly, and the whole retail trade of the city scattered well throughout the various quarters is in an extremely flourishing condition. The Saturday half holiday is observed during the summer season very generally, giving the employes of these retail establishments a pleasant vacation season without seriously impairing their earnings.

Referring to the dry goods industry, the secretary of the Chamber of Commerce in his report for the present year, said: "In



SWIMMING POOL, SENECA PARK

While the diversity and number of Rochester's manufacturing interests naturally attracts the attention, her wholesale and retail establishments are no less indicative of her progress. Surrounded by an immensely fertile region dotted with populous towns and villages, Rochester as a trading center has much to draw from. The retail stores as a class are up to the very latest standards of merchandising development. Half a dozen large department stores, one of them having a larger street frontage than any department store in New York City, are well crowded with business and a new department store of mammoth proportions is now building to accommodate the west side trade. Clothing, furniture, carpet and drapery stores with palatial interiors and ample proportions flourish and enlarge almost yearly, and the whole retail trade of the city scattered well throughout the various quarters is in an extremely flourishing condition. The Saturday half holiday is observed during the summer season very generally, giving the employes of these retail establishments a pleasant vacation season without seriously impairing their earnings.

Referring to the dry goods industry, the secretary of the Chamber of Commerce in his report for the present year, said: "In the early fifties when the city population consisted of 30,000 people, customers were made up of local residents and inhabitants of country towns within a radius of 15 miles. At the present time our large firms send traveling men through the greater part of the country. Every customer was known by name and the proprietors and clerks were more or less familiar with the history of their patrons. One store and basement was all the room needed then, while at present our large establishments have acres of floor space. Merchants fifty years ago considered it a good day's business when they sold goods amounting to $200 or $300 in value, while now the sales of many stores

amount to $5,000 or $10,000 daily or more." This is largely the story of the various other retail businesses. Their prosperity is based primarily upon success bringing energy of the manufacturer who reaches forth into every part of the country and to distant lands, bringing cash of all peoples into Rochester, a large part of which is expended for labor. The laborers' wages in turn going into the coffers of the retailers of the city for the necessaries and luxuries of life

This fact brings up another very interesting condition in Rochester at the present time. With all her industries so rapidly developing, and with all her manufactories in such prosperous condition, Rochester is not sufficiently supplied with workers. Not long since the Rochester Chamber of Commerce placed an advertisement in the street cars and electric lines running out of the city calling for help. There is, perhaps, no other city today where young men and women with energy or skill or both to sell can find so ready or so profitable a market for them, or where they can obtain so many of the comforts and substantial benefits of living, as in Rochester. If the thousands of creators of industrial products, who are now laboring in the shadows of many cities, overstocked with applications for their positions, could know of the healthful freedom and economy of living in Rochester, and the amount of good that could be derived from the same amount of money expended in this city, we believe there would be a veritable exodus to the gateway of western New York.

A prominent manufacturer of confectionery remarked only a few days ago, that the busy season was upon him, yet he was unable to increase his production, knowing the impossibility of securing operatives, and yet this manufcturer is anxious to add to his working force, to give them continuous employment the year round, and to pay them wages that woud enable them to live better in Rochester and save more money than in almost any other city.



TROUT LAKE, SENECA PARK

The same condition prevails in many other Rochester industries, not from lack of congenial surroundings or any other unfavorable condition, but simply, we believe, through the fact that Rochester has not made herself sufficiently well known to attract the attention of those who, in the near future, will flock to her standard and raise her industrial banner still higher. In fact there still remains a certain amount of provincialism, as charming as it is surprising in such a large city, a provincialism that protects the rights of the individual to a certain extent and still maintains the value

of home life and its associations. Uncle Sam has recently had an inkling of what is going on in Rochester, to the extent of making an appropriation for the enlargement of the post office building. The growth of the United States post office in any city is a fair indication of the real progress. Postal receipts for the year 1904 were, $695,837.57, while in 1905 they were $718,863.99, an increase for the year of $23,046.43, or 3 3/10%. The increase in money orders issued and paid was 10%, the increase being partly due to money orders being presented for payment by manufacturers.

We have referred in an earlier paragraph to the fact that Rochester has never been afflicted with a boom. The most striking illustration of this point is seen in the conditions of real estate values today. Many of the most desirable business locations are still held by the heirs of the men who purchased land in the early days of the town. These estates have erected commodious and creditable structures as the developments of the city required them, and have profited by renting the space or using it for their own enterprises.

From the business center dwelling houses have crept out farther and farther into the country as the population increased. Farms have been cut up into city lots, one by one. and street improvements have followed after the erection of dwellings, rather than preceded them, as is usually the case in growing cities. For this reason improvements have been more of a substantial nature on the whole and the residents have adapted themselves to municipal improvements with the least financial discomforts. The president of a leading real estate concern gives his opinion that land for home building and factory sites can be had in Rochester today at a less cost than in any other city in the Union presenting equal business opportunities for making money. The intrinsic value of Rochester real estate has been very greatly enhanced during the last few years by the wise and businesslike administrations which the city government has enjoyed. More new streets have been built, more old ones repaired, more has been done to beautify and extend the city park system; more concessions have been obtained from public service corporations and from railroads entering Rochester, more improvements have been made in the fire and police departments than in any similar period of double the length in the city's history.

The Rochester public market is one of those recent innovations. A large tract of ground has been set apart, suitably paved and commodious buildings have been erected for the traffic in produce. Fertile land about Rochester is dotted with garden farms, and market gardeners find the public market a profitable method of disposing of their produce. Commission houses are already springing up around this new mecca of truck farmers, and here again is another industry that ought to become of large commercial proportions. For there is no reason why Rochester cannot supply New York with many of her table dainties, for there is no soil and no climate that produces vegetables of higher quality or more delicate flavor.



THE SHEEP AT SOUTH PARK

An Easy Way to Own a Home

IT is desirable to own your own home and any association or business corporation which is organized for the purpose of aiding those who wish to live in homes of their own, is deserving of commendation, if their business methods are honest and sensible.

The writer of this article, who is an employee of the publishers of the Business Men's Magazine, has carefully investigated the plans and the record of the Security Building Company of Rochester, an institution that is becoming well and favorably known far beyond the limits of that thriving city.

This company developed from a careful study of the economic problem by men who had given the matter careful consideration for many years and who believed that it was possible to apply the principle of co-operation to the procuring of homes for its members as easily as it is to furnish their families with a sum of money at their death.

They believed that a carefully devised plan for this purpose conducted on strictly business principles would appeal to men of moderate means.

With these ideas in view, the organizers of the Security Building Company, which is composed of some of Rochester's representative business and professional men, formulated a plan for the purpose of establishing a company that could, within a reasonable length of time, furnish each of its members with a home which could be paid for by the member with the money he formerly paid as rent.

To obtain the easiest, and at the same time the safest and cheapest plan, the various methods used by the average man in procuring a home of his own were carefully studied without arriving at any definite conclusion.

About this time their attention was called to a plan that had been in successful operation in Great Britain for over fifty years. After obtaining from the original English company books and papers outlining its methods, a careful study was made of the same.

This plan seemed to offer many advantages over any other that had as yet been considered, and aftter some modifications had been made, it was adopted as being one of the best means of helping the man who worked for a salary, large or moderate, to procure a home of his own which he could pay for within a reasonable length of time without its being a burden to him or his family.

A company was formed and incorporated under the laws of the State of New York for this purpose, the intention being at first to confine its operations to the city of Rochester and vicinity. It was not long, however, before persons living in various parts of that State and Pennsylvania heard of the Security Building Company, and soon letters were received from people in other localities who desired to also take advantage of the opportunities which it offered.

After carefully considering the matter, the directors were of the opinion that if the business could be done successfully in Rochester, it could be done elsewhere, and when the company decided to extend its business into other States and announced the fact, applications for membership from persons living in the State of New York and many other States began coming in, until to-day nearly every State in the Union has its coterie of home owning members, and others who will be provided with homes by the company's plan in the near future.

With this, as with every new proposition, its various workings had to be watched closely, carefully adjusting here or making a change there, as the exigency of the occasion required. No change, however, was made until the whole matter had been carefully considered, and it was conclusively shown that the benefits to be obtained by such a change would be to the interest of the whole membership.

The plan as offered by the Security Building Company for procuring homes

is a practical business proposition, conducted on sound business principles. It does not offer its members a short road to wealth, neither does it promise them large returns from their investments. It does give them an opportunity of paying







SOME OF THE HOMES BUILT BY THIS COMPANY.

a small amount each month with a number of others into a common fund for the purpose of procuring homes for each at prices as low as any individual supplied with cash could buy, and allowing the home to be paid for in monthly payments at a much lower rate of interest for the money advanced than could be obtained elsewhere.

There is no speculative feature about this plan whatever. The money received by the company from its members is used exclusively in procuring homes for them. As each member's home is procured for him or her, it is paid for with cash, thus enabling the member to buy it cheaper than if he purchased it on the installment plan himself.

Every safeguard has been placed around the business by the directors for the protection of the members. First-class improved real estate is held as security for the shareholders. The officers are bonded for every dollar passing through their hands, and as the directors cannot at any time hold a sum exceeding six thousand dollars without its being invested in homes for the members, the protection to the investors is absolute and secure.

Ample provision has been made by the directors of the company for helping members in case of sickness, misfortune or death. For the man who is ambitious to see his family not only protected after his death, but who is desirous of bringing them up by the principles of thrift and economy, thereby instilling in their minds the theories of good citizenship, the plan as offered by the Security Building Company is an ideal one.

This plan has been thoroughly investigated by both State and Federal authorities, and the fact that the business is growing more rapidly to-day than it has any time since it was first commenced, demonstrates that the plan is not only a practical one, but that it is being conducted in an honest, business-like manner.

This can also be attested by the number of the members of this company in Rochester and elsewhere, who are living in homes which this company has procured for them, and who would to-day still be rent-payers, were it not for the advantages (which they embraced) offered by the Security Building Company.

Statistical experts estimate that all members now enrolled will get homes in less than three years. The booklet issued by the Security Building Company modestly describes its plans tnd tells what has already been accomplished. It is a story of interest.

Railroad Riding Made Safe and Easy

THE continuous rail, for which railway builders and officials have been seeking for years, is at last an actuality. The problem of the continuous rail has been solved by one of Rochester's prominent citizens, Patrick Gavin, who for forty years has been connected with one of America's great railroads. Mr. Gavin's duties have always been in connection with road building, track laying, and the maintenance of same, which has afforded him exceptional opportunities for the study of the problem of the continuous rail, so that it may be said that the Gavin improved rail joint is the result of forty years' study, experiment and research.

This joint will revolutionize railroading.



THE NEW SMOOTHLY RUNNING CONTINUOUS RAIL.

It will prove a veritable safeguard to the traveler, eliminating the hundreds of accidents now due to that very common source, "spreading of rails." It will effect an enormous saving to the railroads each year, as it will do away entirely with that continuous punding at the rail joints which chip the rail ends, and is the ruinous fault of the present joint, necessitating, practically, the relaying of the entire track at stated intervals. It will preserve the rolling stock, the bridges, trestles and other railway equipment, which means an annual saving of millions of dollars to steam and electric roads.

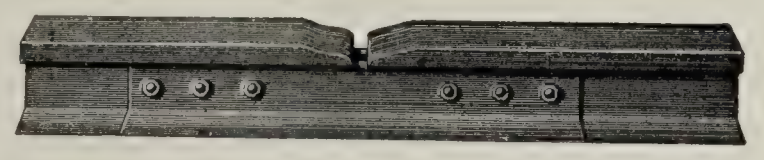
As already stated, the rail is an actuality, and is now being used on the Manhattan division of the Interborough Rapid Transit Company, where six-car trains pass over it at intervals of two minutes, also on the Rochester division of the Buffalo, Rochester & Pittsburg Railway, where the heaviest trains in the country are hauled, and its superiority to the old joint is acknowledged by all, official and employee alike.

There can be no punding or chipping of joints where the improved rail joint is used, for the rail, being continuous, the wheels of the rolling stock are never on one rail at the joint, but taking bearing on both rails at the same time, thus insuring the minimum of wear on rolling stock, roadbed and track, and the maximum of comfort and safety to those riding over it. All allowance has been made for the expansion and contraction due to climatic conditions, and a perfect joint is assured.

To electric railroads, especially those under construction, the improved rail joint is invaluable, for the current can be connected by a simple bond, which means an immense saving of both material and power, for the ground wires can be done away with and 33 1-3 per cent more power secured than is now the case.

None but men experienced in railroading can conceive of the vast expenditures made each year by the railroads of the country in replacing rails that have been chipped or pounded at the joints. The Pennsylvania and New York Central using 180,000 and 150,000 tons respectively for that purpose, and these but two roads in hundreds which are compelled to replace joint-worn rails each year.

The Improved Rail Joint Company has been incorporated under the laws of the State of New York for $300,000, its officers and directors being well known and



THE OLD POUNDING DESTRUCTIVE DISCONTINUOUS RAIL

reliable business and professional men of the city of Rochester. It is the purpose of the company to dispose of a limited number of shares of its stock with which to erect a plant and install electric machinery for the cutting of the improved joint. As the rails can be cut hot or cold, they will also build machines which can be independently operated in any section of the country, thus making it possible to cover all railways and cut the improved rail joint in the rails now laid. The company

will also deal extensively in rails, purchasing those which have been discarded because of chipped and pounded joints, recutting them with the improved joint and selling them to the railroads.

Their process is fully protected by patents, both foreign and domestic, and negotiations are already under way with the rail manufacturers in Great Britain for the cutting of the Gavin improved rail joint.

As soon as the rail cutting machines are in readiness operations will be started on several roads, which have signfied their intention of using the improved joint, a charge of $1.00 per ton being made for the work. As there were 3,000,000 tons of new rails produced in this country last year, not counting the millions of tons already laid, the field of operations of this company can be readily estimated. Furthermore, arrangements will be made with rail manufacturers for the cutting of all new rails with the Gavin joint.

As an investment, we believe the stock of the Improved Rail Joint Company will be one of the best, and that it will soon be listed as such. One of the largest industrial concerns of the world, located in the city of Rochester, whose stock is now listed at $200 above par, was selling it at $6.00 per share but a few years ago, and we recall one instance of where an investment of $1,000 in this stock realized $100,000. We believe that the future of the Improved Rail Joint Company to be as bright as that of the concern whose stock we have just mentioned, and that an investment now will realize a handsome profit in time to come. Our business editor has carefully investigated this concern and can recommend it to all investors as a high grade proposition and one of merit.



The Kodak Show.

The Eastman Kodak Company with enterprise characteristic of the giant among the giant industries of Rochester, is spending $50,000 this season giving a free show of kodak pictures which is well worth "going miles to see." Most of the principal cities of the country will be visited. A number of fine pictures taken by kodak photographers, among whom are world-renowned newspaper and magazine artists and a number of very clever amateurs, are attractively displayed and there are biograph scenes which instruct and amuse beholders and an entertaining lecture. The kodak is perhaps better advertised than any advertised product of factory or shop and a result of this advertising is seen in the massive buildings where kodaks are made, the beautiful and superbly appointed office buildings and the Kodak park, which is one of the attractive out door play grounds of the Flower City.



Another result of this advertising is the idea which most people have that Rochester is no longer the Flower City but is known throughout the world as the Kodak City. Great is the Kodak and deservedly is it famous. We show some pictures of the Kodak works and park which tell a convincing story of Kodak magnitude.



THE above photograph illustrates the Rochester home of the Stromberg-Carlson Telephone Mfg. Co. This immense institution was founded in Chicago, Ill., years ago. From a small beginning with very limited means, it has attained the foremost rank in the independent telephone manufacturing field. The house has realized from the first the importance of superior apparatus, and has, during its long and wide experience in the manufacutre of telephone equipment, "catering solely to the independent user," attained for itself the distinction of producing apparatus of the highest standard. The Stromberg-Carlson Company being a pioneer in the field, has done more than any other company to extend the independent telephone movement, not only in the cities, towns and villages of this country, but in the rural districts as well. There are many thousands of farmers residing in all parts of the land, who are subscribers to and in very many instances owners of stock in the independent operating companies, whose wires stretch along the highways connecting these farms with the nearest town or village, where connections are made with the larger business centers and long distance points. The company's policy of production, making each part from raw material, every one of which has had its birth in the offices of the engineering and designing departments, after a careful study has first been made of the special service to which the instrument is to be devoted, and its rigid system of tests and inspection, not only of the completed product, but of each and every part, have produced the most gratifying results and proved the correctness of its doctrine. In a word, the Stromberg-Carlson Company stands for all that is best in the modern telephone construction and development. Its plant includes all the latest improvements and devices worthy of adoption, and the organization is prepared to furnish complete telephone systems to the largest city as well as to the smallest rural operating company. In addition to the above, special attention is given to railway and mining systems, also to private exchange or inter-communicating systems, for all classes of service.

Where Good Salesmen Are Made.

The Bradstreet System is a connecting chain in commercial matters as novel as it is strong and effective, insomuch as it not only instructs applicants in the intricacies of traveling salesmanship, but at the end of a six weeks' study it procures positions for graduates with responsible firms.

The solving of a problem of such importance might at first appear as unsurmountable, but the conception of its practibility emanated in the minds of Mr. J. A. Ryan and Mr. H. B. Phillips, now president and secretary of the institution. Both of these gentlemen were practical sales managers, having all the knowledge of absolute failures invariably made by men, in many cases, with ability but without practical instruction.

Their Six Weeks' Course in Traveling Salesmanship is certainly an ideal handling of the subject, judging from the hundreds of testimonials voluntarily contributed by the students, both as to its merits on basic principles, and its efficiency for making good with firms employing them. The proposition of finding positions for all graduates was, as Mr. Ryan says, taken up in

the "good old way" through advertising, utilizing the business magazines and trade journals, and the result from which certainly demonstrated the demand for good men.

The files of the Bradstreet system now include patrons from all lines of trade. A careful reading of their correspondence convinces us that thousands of dollars can be saved by manufacturers and producers through the assistance of the Bradstreet system in furnishing them with educated, ambitious and energetic men to handle their output.

Every applicant is required to qualify before he is accepted. He must show a certain amount of intelligence, and on his answers to certain questions depends his eligibility, as it is the desire and intent to furnish a quality of salesmen who will eliminate so large a percentage of failures that have hitherto existed.

The conception of the Bradstreet system is eminently appropriate in connection with the city of Rochester, as undoubtedly moe traveling men are here employed than in any other city of its size.

This institution certainly offers to the young men of the country opportunities not embodied in the offers of any other concern that we know of, and we wish them success in their laudable enterprise.

The Powers Hotel.

A stranger's estimate of a city is much influenced by the hotel which houses him during his stay. Here Rochester is fortunate, for it has in the "Powers" a hostelry to be proud of—one, in fact, which is surpassed by none in certain respects. In many places the term "fire-proof" is but an empty phrase. Not so here, for the Powers is a part of the Powers Block, which is nationally famous, and which is fire-proof in the strictest sense of the term. When cement and steel take fire the Powers will burn—and not before.

In October, 1905, Messrs. Messner and Swenson, gentlemen of experience and reputation in the restaurant and hotel business, assumed the management of the Powers, determined to make it the equal of any hotel in the State of New York.

In pursuance of their ambition, they are spending $150,000 in improvements. One hundred and forty new rooms have been added; a new up-to-date elevator service has been installed; the cuisine in the cafe and the American dining-room have been very much improved, and everything that can be done to add to the comfort of guests is being done as rapidly as possible. In the lobby, costly and beautiful creations of eminent sculptors have been add-



ed to the artistic embellishments, and throughout the house the decorator has been given carte blanche to exercise his skill.

Messrs. Messner and Swenson deserve the support and encouragement of the traveling public and the commendation of the citizens of Rochester. They are making the Powers what its builders intended it to be—a first-class modern hotel, where the best accommodations obtainable anywhere can be secured.

An Attractive Advertisement.

One of the most striking advertisements in this issue of the Business Man's Magazine is the page announcement of the Vacuo-Static Carbon Co. This company makes a carbon paper unsurpassed by none. As it is the policy of wisdom to buy the best, it is unnecessary to say that the wise business man will make no mistake if he supplies his office with Vacuo-Static Carbon paper. The company makes a proposition which is business-like and attractive. While this concern is one of the younger houses in the trade, it has made a record during the year and a half it has been established which is a credit to the enterprise and business sagacity of the founder. The policy of the company is to give its patrons an absolutely square deal, and it is a pleasure to be able to say that the house is reliable and trustworthy.



ALTHOUGH the John C. Moore Corporation has been established nearly seventy-five years and is the oldest firm of Blank Book Makers and Printers in America, the concern has made more progress in the past six or seven years than in the preceding period of its history, and one reason for the remarkable growth of the business since 1900 has been the excellent System of National advertising which was started about six years ago. During these six years the business of the John C. Moore Corporation has quadrupled, and it has been necessary to more than double the capacity of the plant so that now the factory is one of the largest of its kind in the world, and the business has increased to such proportions that it is necessary to keep the manufacturing department going overtime all year round in order to fill the orders.

Of course, advertising alone will not build up a business. In order that the advertising shall be really effective, there must be merit to the proposition that is exploited, and it's only fair to say that there is no business concern in the world engaged in the same line as the John C. Moore Corporation that gives its patrons a better class of goods or whose business systems and appliances for expediting and systematizing the work of an office or factory are superior.

Readers of this publication are familiar with the articles manufactured in "Moore's Modern Manufactory" because every month for the past several years we have printed the announcements of this enterprising and remarkably successful Rochester business institution.

"Moore's Modern Methods" are in use in more than forty thousand offices and factories in the United States, and the list of customers and the number of customers is being largely increased each year.

"Nothing succeeds like success," and the fact that the Moore Corporation when it has once secured a customer holds him until he goes out of business, is the strongest kind of evidence that their Loose Leaf Ledgers, Clutch Binders, Extension Post Binders, Order Registers, Statement Ledgers and the printed matter made in the Moore factories give satisfaction, and that the Moore Corporation is not bothered by competition which meets them in the trade world.

The Moore Corporation believes in giving every one an absolutely square deal, and in its booklet entitled "Charging and Billing," which is a very valuable document for a business man to have, and it goes free to anyone who asks for it, they say, "All stock goods not proving satisfactory may be returned, and the amount paid will be refunded. Where goods are made to order we guarantee to follow copy, and are willing at all times to rectify any mistakes attributable to us."

The Advertising department of the Moore Manufactory is in charge of Mr. I. M. Hendrickson. Mr. Hendrickson believes with the late Charles A. Dana that language which is simple and direct and to the point carries the most weight, and his advertisements and advertising matter are models of succinctness and simplicity.

We present pictures of two of the Moore factories.

Fruit Products.

It has long been known that the Apple contains all the essential elements of food. The free use of apples is recommended in the best works on the hygiene. Physicians have urged the eating of apples at night because they supply food that is easily digested and allay hunger during the hours of sleep.



The juice of the apple, if it is extracted when the fruit is fresh, contains all the essential elements of nourishing food. Duffy's Apple Juice, which has been marketed for more than sixty years, is a delightful drink and as a tonic for the system it is unsurpassed by any beverage which is sold in civilized countries. A prominent medical authority says, "that this product, 'Duffy's Apple Juice,' supplies the blood with a greater abundance of life's actual needs than any other of the fluid products of the garden or orchard." It is non-alcoholic, and it has the cheering sparkle, the richness and the fine flavor of the finest brands of champagne. "Duffy's Apple Juice" is not a cheap beverage in the sense usually expressed by that word; its value is to be judged by its great excellence and the care and skill employed in its preparation.

During the past six months the demand for this nectar-like beverage has been increased very largely through the effective advertising which the American Fruit Product Company has done in a number of the leading magazines.

As a summer drink, "Duffy's Apple Juice" has all the refreshing qualities of any of the widely known and extensively advertised summer beverages, and none of the harmful effects which result from partaking too freely of some of them, will distress people who drink regularly of "Duffy's Apple Juice." On the contrary, "Duffy's Apple Juice," while refreshing the body and stimulating the mind, helps to contribute materially to improving the health of the person who drinks it at meal times or whenever there is desire for a drink which will quench the thirst. If anyone should drink three bottles a day of "Duffy's Apple Juice," he would find his general health improved.

The American Fruit Product Company of Rochester is the largest concern of its kind in the world, and it is gratifying to note that anything so excellent as "Duffy's Apple Juice" has caught on with the American public. Is is sold by grocers, druggists and all dealers.

Boon to Carriage Owners.

A doctor in Rochester once remarked that it would be an absolute pleasure for him to care for his own horse and dispense with his coachman were it not for the gruesome task of washing the rig. This same doctor thought and experimented and we have him to thank for the Ardrey Vehicle Washer, which is not only saving wet hands, expensive cushions, varnish and paint but for hundreds of buggy and automobile owners throughout the land is absolutely performing its service so admirably in one-third the time it usually takes to wash vehicles in the old way.

The Ardrey Vehicle Washer is attached to any ordinary hose just like a nozzle. Prongs grip a sponge or piece of sponge firmly and securely, the water pouring constantly through this sponge, absolutely forces all mud, dirt and grime out of it and

off from the buggy or auto without blemish or scratch. In fact, the Ardrey can be handled just like a paint brush, reaching between spokes and everywhere. With brush removed it is handy for sprinkling the garden also. In fact, it has been found that one man can wash a house in the same length of time it would take six ordinary painters to do it, and most everyone knows in cleaning paint work, only the cost of the paint is saved for it takes about the same length of time to wash woodwork as it does to repaint it. For window washing, in fact any kind of washing where a hose would reach, the Ardrey is indispensable, and every reader of the BUSINESS MAN'S MAGAZINE is invited to write the Ardrey Vehicle Washer Co., 150 A. Main St. East, Rochester, N. Y., for interesting booklet.



The accompanying illustrations of the factories of the Yawman & Erbe Manufacturing Company give some idea of the size and capacity of this plant.

This concern are makers of the well known "Y and E" Office Filing Systems, which comprise Shannon and Vertical Letter Files, Card Filing Systems for ledger accounts, etc., and they employ nearly one thousand people in Rochester alone. They also maintain extensive Canadian factories that employ probably half that number.

The demand for simpler methods of handling office routine, which has been spreading with such rapidity throughout the country within the last few years, has been largely responsible for the enormous growth of this business. The product of the "Y and E" factories is notable for certain unusual features of simplicity and durability that have had much to do with establishing their product so extensively with the business world.

(*Continued on Page 189.*)



Some Accounting Methods for the Wholesale Produce Business

Including daily report sheets from branch purchase houses and treatment of same; the records of a cold storage plant and analytical and comparative profit and loss statement for each month's business.

By CARL H. WASHBURN

THE Wholesale Produce Business is probably the most important business to which the wealth and prosperity of the tillers of the soil and the merchants of our towns and smaller cities is due. Through its influence all kinds of farm produce find a ready sale at a price which has made these classes of our citizens the most independent people of this great republic. An accounting system for this business, which is simple and yet complete in all its details, seems to have been a rather perplexing problem. The system which I undertake to describe in this article is one used by the Central Michigan Produce Company of Alma, Mich., who began doing business about March 1, 1902. Since that time the business has grown steadily and rapidly until during the year 1905, which was far from being a good season, from the farmers' standpoint, they bought of the farmers and local dealers of central Michigan produce amounting to over $600,000, consisting chiefly of eggs, butter, poultry, wool, beans and hay.

Owing to the sharp competition and the established custom of buyers paying the dealers cash or its equivalent for produce and taking same away with them when purchased, it became necessary to establish a Branch Purchase House in six or seven different cities and towns within their territory. At each of these branch houses is stationed an agent or buyer, who issues



FREE Trial Blank

I am willing to test a Standard Adding Machine at your expense and risk.

You may deliver one to me on your FREE Trial Offer.

Also send me your Testimonial Book.

Name _____

Business _____

Ad's _____

_____

_____

Interruptions Make No Difference with the Accuracy of the STANDARD

Test It FREE

Ever notice a man interrupted while adding up a column of figures?

Didn't look to be enjoying life—just that moment—did he?

If you have a Standard Adding Machine, interruptions make no difference.

It prints all the figures where you can see them as fast as they are made.

There are just two rows of keys and one figure of a kind. Which means—no danger of getting mixed up with your amounts.

"The Standard" is a small, compact machine—very simple in construction, so there is no danger of its getting out of order.

And you don't need a truck—nor a derrick—to move it about.

Anyone can carry it with ease, and it can be used on a slant-top desk or wherever your work is.

But—we don't ask you to take our say-so about it.

We offer you evidence that means something.

We say—"Test a Standard Adding Machine at our expense and risk." Then you will know.

Just fill out the FREE Trial Blank above and mail it to us today and we will have a machine delivered to you at once from our nearest branch. (We have them in most important cities.)

Use this machine until you see for yourself what it will do. Find out whether it will save its own cost.

And, if you're not satisfied, send it back where it came from. Pay nothing. You won't be obligated. We shan't start any unpleasant argument.

That's what we mean when we say—

"Test a Standard Adding Machine FREE."

If you don't find it all we claim, send it back and—that's all.

If the machine "makes good"—as we know it will—you will want to keep it. For you see how it will save its own cost in short order. And then—begin saving for your pocket-book.

Don't ask your bookkeeper to wear out his brains with machine work. They're too valuable. He can use them more to your profit with work of greater moment.

Let a Standard Adder save his time.

It costs less than any other Adding Machine made—only $185.00—and when you see for yourself, in your own office, what it will do, you will wonder you ever got on without it.

If you won't be persuaded to take us at our word and test the Standard Adder at our risk, at least send for our Testimonial Book.

It tells how other people are saving money in their business, and may show you how to save money in yours.

We don't charge anything for the book—it is FREE.

We send it postpaid with our compliments, upon receipt of your request.

Write for it today and find out how a Standard Adding Machine saves brain-wear, time and money.

A FREE BOOK

—that tells how people are economizing in different businesses.

Read it. You will find suggestions that will enable you to save big money in your business.

Fill in below, cut out and mail to us today, and we will send you a copy of this book FREE. You will get it postpaid, by return mail.

Name _____

Business _____

Address _____

The Standard Adding Machine Co.

3704 Spring Avenue, St. Louis, Mo.

WEEKLY REPORT SHEET

Week Ending May 26 1906

Date		Total C'k's			Eggs	Cost			Butter	Cost			Poultry	Cost						
May	21																			
	22																			
	23																			
	24																			
	25																			
	26																			
Totals																				

Total Expenses per Week _____

_____ Agent

_____ Branch

FORM 2.

central office and a journal entry made, charging each of the different produce accounts with their share and crediting the branch house incurring the expense with the total amount. Accompanying this report are the freight receipts and expense

Mdse. shipped by .....190..

.....

Branch Office.....

SHIPPED TO

CENTRAL MICHIGAN PRODUCE CO.

Wholesale Butter, Eggs, Poultry, Etc.

Capital Stock $100,000.00 ALMA, MICH.

Shipped via..... Frt. charges.....

			COST
Doz. Eggs	@		
Lbs. Butter	"		
" Hens	"		
" Springs	"		
" Young Cocks	"		
" Old Cocks	"		
" Young Turks	"		
" Tom Turks	"		
" Ducks	"		
" Geese	"		
" Hides	"		
Pr. Rabbits	"		
Lbs. Hay	"		
Bu. Potatoes	"		
" Beans	"		
Lbs. Wool	"		
B. Apples	"		
Coops Mty.	"		
Cases Mty.	"		

FORM 3.

bills which have been paid and charged to expense.

The produce bought by each agent is shipped to the warehouse at Alma, and for each shipment the agent sends in a shipping bill, see Form 3, which shows the quantity and the cost of each kind of produce included in the shipment; also the cost of transportation. When each of these shipments reach the warehouse, the shipping clerk makes a merchandise in-slip which shows the date, the quantity of each article and the general condition of the shipment. This slip is pinned to the agent's shipping bill and a journal entry made charging each produce account with the cost of same and

No.....

Date.....190.. Inv. No.....

Send to.....

.....

Via..... Freight..... Express

..Tubs..lbs. Creamery butter @..	.....	.....
..1 lb. Prints Creamery butter @..	.....	.....
..Tubs..lbs. I. C. butter @.....	.....	.....
..1 lb. Prints I. C. butter @.....	.....	.....
..Bbls..lbs. Packing stock @.....	.....	.....
..Cases eggs..Dozen @.....	.....	.....
..Coops, Bbls..lbs. poultry @.....	.....	.....
..Lbs. Wool @.....	.....	.....
..T. Hay.....	.....	.....
..Bu. Beans.....	.....	.....
.....	.....	.....
.....	.....	.....

CENTRAL MICH. PRODUCE CO.

By.....

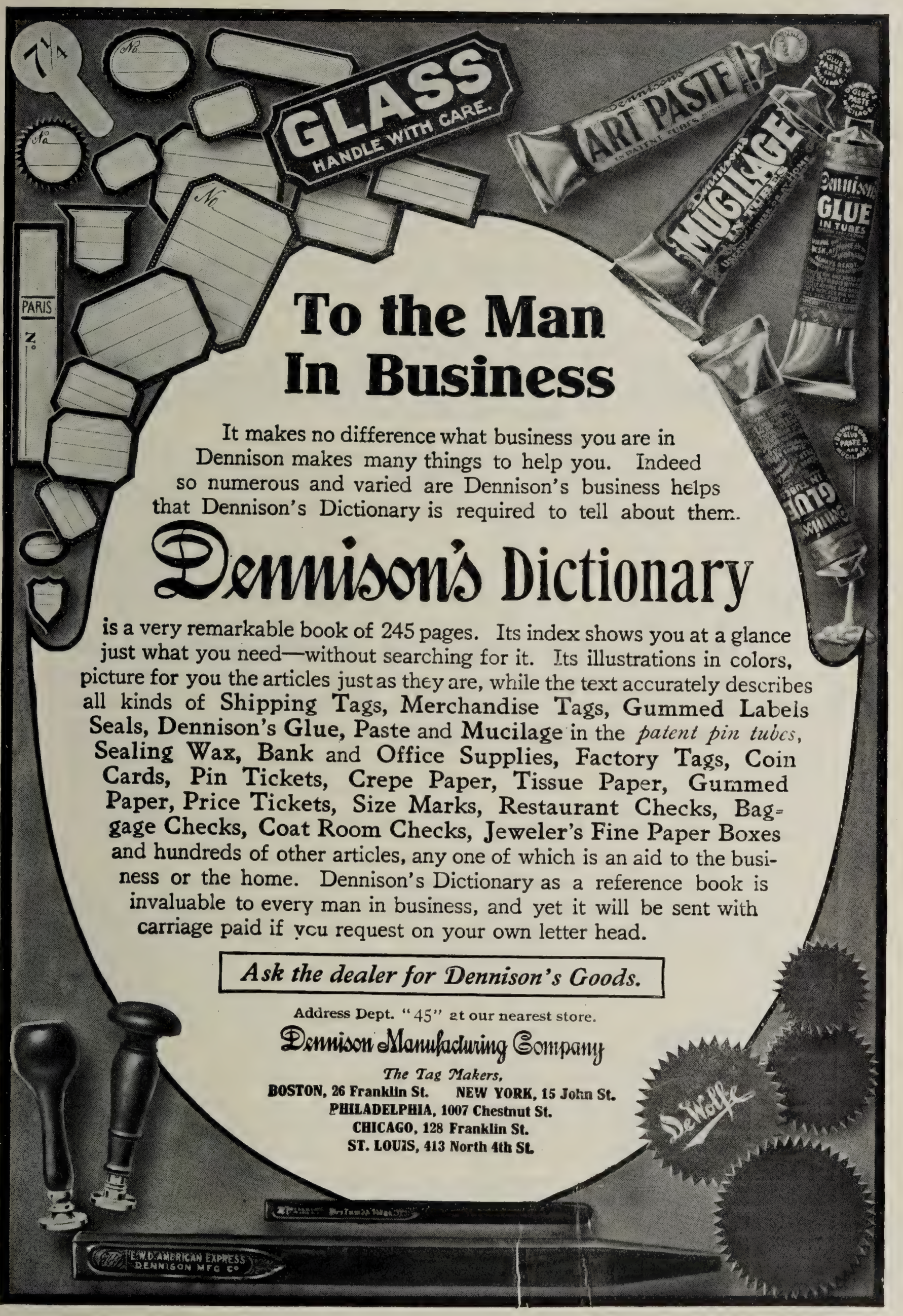
Order filled.....190..

By.....

Lot No.....

Car.....

FORM 4.



To the Man In Business

It makes no difference what business you are in Dennison makes many things to help you. Indeed so numerous and varied are Dennison's business helps that Dennison's Dictionary is required to tell about them.

Dennison's Dictionary

is a very remarkable book of 245 pages. Its index shows you at a glance just what you need—without searching for it. Its illustrations in colors, picture for you the articles just as they are, while the text accurately describes all kinds of **Shipping Tags, Merchandise Tags, Gummed Labels Seals, Dennison's Glue, Paste** and **Mucilage** in the *patent pin tubes*, **Sealing Wax, Bank** and **Office Supplies, Factory Tags, Coin Cards, Pin Tickets, Crepe Paper, Tissue Paper, Gummed Paper, Price Tickets, Size Marks, Restaurant Checks, Baggage Checks, Coat Room Checks, Jeweler's Fine Paper Boxes** and hundreds of other articles, any one of which is an aid to the business or the home. Dennison's Dictionary as a reference book is invaluable to every man in business, and yet it will be sent with carriage paid if you request on your own letter head.

Ask the dealer for Dennison's Goods.

Address Dept. "45" at our nearest store.

Dennison Manufacturing Company

The Tag Makers,

BOSTON, 26 Franklin St. NEW YORK, 15 John St.
PHILADELPHIA, 1007 Chestnut St.
CHICAGO, 128 Franklin St.
ST. LOUIS, 413 North 4th St.

crediting the total amount to the branch house from which it was received.

When the purchase checks reach the bank at Alma, upon which they are drawn, instead of charging them to the company's regular bank account, the bank lists these checks separately and the company issues a check on the regular bank account for the total amount of the purchase checks paid each day. The cash book entry shows a charge of this amount to the Purchase Check account and a credit to the bank account. The book-keeper sorts these checks and compares them with the agent's daily report sheets to see that they were paid for the same amount as for which his branch house was charged when the check was issued.

By using a carbon paper each agent makes a duplicate of each of his reports and shipping bills, the copy of which he retains in his book as the records of his branch.

By using this sysem of cost accounting it is a very easy matter for the book-keeper to make a statement each month or as often as required, showing just what each branch house is doing, the amount of

ANALYTICAL PROFIT AND LOSS STATEMENT.

.....WEEKS PERIOD ENDING.....

.....HOUSE

	ALIVE POULTRY DRESSED				EGGS		BUTTER		MISC.		TOTAL
	WEIGHT	AMOUNT	WEIGHT	AMOUNT	DOZ.	AMOUNT	WT	AMOUNT	WT	AMOUNT	AMOUNT
INVENTORY											
PURCHASES											
TOTAL											
INVENTORY											
SALES											
SHIPMENTS											
TOTAL											
SHRINK											
SHRINK											
PROFIT											
LOSS											

PERCENT PROFIT _____

STANDING FOR MONTH _____

" YEAR _____

EXPENSES

STANDING BUTTER SHRINK _____

	ALIVE POULTRY DRESSED		EGGS	BUTTER	MISC	TOTAL
LABOR						
SUPPLIES						
DRAYAGE						
MISC.						
OP. RENT						
SAL.						
ADM						
PHONE						
LIGHT						
TOTAL						
PROFIT						
LOSS						

FORM 5.

A golden frame does not make the picture; nor does a crisp, clean sheet of OLD HAMPSHIRE BOND mean a strong, business getting letter.

Still, a good picture demands a good frame, and an important letter written on

OLD HAMPSHIRE BOND

"Look for the Water Mark"

forcefully appeals to its recipient's sense of the fitness of things.

The time you give dictation, not speaking of the stenographer's time and postage; represents an investment too great to be jeopardized by the use of ordinary letter paper.

OLD HAMPSHIRE BOND is "made a little better than seems necessary" and is used to carry earnest, sincere messages from men who take pride in themselves and their business. A handsome specimen book showing the paper may be had by writing us on your letter head.



Hampshire Paper Company

The only paper makers in the world making bond paper exclusively

South Hadley Falls, Massachusetts

produce bought and the cost of the same up to the time it reaches the warehouse.

The company has a cold storage plant in connection with their warehouse, in which their eggs, butter and dressed poultry are stored until sold. The cost of operating this plant, of sorting and candling eggs, of dressing and packing poultry, of repacking butter and the cost of egg cases, butter-tubs and all other packages used must all be figured in with the cost of the produce. The expense accounts are closed up each month, pro rated and charged to the Produce accounts.

The books used in the central office are a general ledger, an eight column cash book and an eight column journal, from each of which most of the posting is done in totals at the end of each month, and a sales book.

When an order for produce is received at the office an order blank, see Form 4, is made out and signed by the clerk taking the order. This is handed to the shipping clerk who sees that the produce is properly put up and shipped as directed by the order, which he then dates, signs and returns to the office as a merchandise out-slip.

From these merchandise out-slips, invoices are made, the duplicates of which are retained in the invoice book which is also the sales book. From this sales book a charge of each shipment is posted direct to the ledger, charging each jobber or commission house to whom the produce is sold and at the end of each month a journal entry is made, crediting each of the produce accounts with the amount received, for what has been sold and making a corresponding charge in red ink of the total amount. This amount is not posted to the ledger, inasmuch as it has already been charged directly from the sales book.

At the end of each month a profit and loss statement, see Form 5, is made which shows the inventory of produce on hand on the first of the month and its cost; the quantity and cost of the total purchases of each kind of produce; the quantity and selling price of all produce sold; and the inventory of produce and its cost which is still on hand at the close of the month. This statement also shows the total expenses of the month pro rated to the different produce accounts.

By using this simple system of accounting a vast amount of work can be accomplished and a complete record of each transaction kept by a comparatively small office force.

System in the Inspection Department

By D. CARL EGGLESTON, M. E.

THE demand for interchangeability of parts in manufacturing has necessitated accurate methods of inspection. While many manufacturers have been slow to realize the importance of standardizing each part and holding the workman up to the standard, others have made every effort to promote the work of standardization and they have carried the interchangeability of parts to the furthest extent possible. Thus the work of the assembler is reduced to a minimum, and expensive fitting is done away with, which results in economy of production. This desirable result, however, is only attainable where accurate methods of inspection are enforced. At different stages from the receipt of raw material to the completion of the finished product the inspector must set his stamp of approval, and there should be no higher court of appeal.

The work of inspection naturally divides itself into three parts: Raw Material Inspection, Process Material Inspection and Finished Material Inspection. When the material order department issues a purchase requisition a duplicate is sent to the receiving department and in case the material needs inspection the duplicate is stamped "To Be Inspected" as shown in Form 1. This is sufficient notification to the receiving department that the material needs to be turned over to the raw material inspection department. Upon receiving it they note the purchase requisition number



In his travels by land or sea, in buffet-car or on promenade deck, the American smoker relies on

MURAD CIGARETTES

to add to the pleasure and relieve the monotony of the journey. The incomparable mildness of the Murad never fails to delight—its rich, rare fragrance always satisfies.

"THE METROPOLITAN STANDARD"

10 for 15 cents

S. ANARGYROS, Manufacturer, 111 Fifth Ave., New York

Please mention The Business Man's Magazine when writing to advertisers.

THE STAR MANUFACTURING CO.

PURCHASE REQUISITION

(*Receiving Department Copy*)

Order No..... Date,.....

To .....

Important:—TO BE INSPECTED.

FORM 1.

and refer to their copy which the material order department supplies them with. It is the dual duty of the inspection department to see that the material is correct as to quality and quantity. So the head of the department turns the work over to his assistants and provides them with the necessary gauges or measuring instruments, and also aids in interpretating the specifications. He may also advise what defects to look out for which his experience has taught him are likely to be overlooked. The material which fails to fulfill the requirements as to quality or quantity of the purchase requisition is billed back to the customer.

The process material inspection department receives a duplicate from the shop order department of all orders sent to the shop. When a lot of parts, presumably interchangeable ones, have been finished by a department they are turned over by the foreman to the process inspection department in pursuance of the routing instructions on the foreman's shop order, Form 2. The routine of inspection in this department is similar to that in the former one, and all should try and carry out the spirit as well as the letter of the specifications. For it is not possible to define just what should be called a scratch or any other similar defect. Yet when the finish of a single part is marred it may be refused by a customer. At every step the inspector must proceed with judgment, and it is this which makes it so hard to find inspectors who combine a happy degree of scientific precision with good judgment. However, when any part is in the opinion of the inspector not up to the standard it should be condemned. All such parts are noted on

THE STAR MANUFACTURING CO.

FOREMAN'S SHOP ORDER

Order No..... Date,.....

To.....
Foreman's Name

.....Department

Please do the following work in your department in accordance with the following specitions:

ROUTING	MATERIAL	REMARKS

FORM 2.

INSPECTION DEPARTMENT DEFECTIVE REPORT

Report No..... Date,.....

Referring to Order No. ..... defective parts were found as follows,.....

.....

The error was due to the ..... department which should stand the cost of replacing the defective parts.

Signed,.....
Inspector's Name

Approved, ...

FORM 3.

Form 3, which is sent to the shop order department. Then another order is issued to replace defective parts the cost of which is borne by the department making the error. Since the job is charged with the cost of the first lot it is more just to consider the cost of making good the error an expense and charge it to the negligent department. The counting of parts is usually done in counting rooms and shortages are treated in the same manner as defective parts. Thus it will be seen that it is impossible to cover up defective work, for as the foreman is only given sufficient material to begin with, he must deliver a certain amount. Should he receive a thousand brass screws to nickel plate, and spoil one, it would go on record as an error against his department. This check is of the greatest help to the shop superintendent, for he can see which department is making errors and can call the foreman to account. A monthly state-

THE PROTECTO-GRAPH



is the only system employed for absolutely safe check protection by the

World's Greatest Concerns

NOT OVER TEN DOLLARS 10

If you look for the line like this, the statement is proved. It is the only line 80% of American Banks will trust.

The "Protectograph" is a marvel of mechanical excellence, only 6 inches square and weighs 7 lbs.

A Handy and Convenient Ornament to Desk or Counter

By a single turn of the dial any one of over forty limiting amounts is at your service to protect your check against forgery lastingly. One movement of lever forces every letter of the limiting line into the paper, and each letter is so indented and impregnated with ineffaceable indelibility that alteration is rendered an absolute impossibility.



The Price is but $30.00, and the price is saved many times over.

Gives your checks standing in the business world as no other device ever devised for like purposes can.

Send today for our booklet, well worth the reading, for the information it contains on a subject you give too little heed until you pay dearly for experience.

G. W. Todd & Co., 7 Exchange St., Rochester, N. Y., U. S. A.

MONTHLY STATEMENT OF DEFECTIVE WORK

Report No..... Date,.....

Month ending 190

DEPARTMENTS				REMARKS
Assembly.....				
Auto. Screw Machine.....				
Blacksmith....				
Drilling.....				
Milling				
Punch Press...				

FORM 4.

ment is made out of defective work on Form 4, and sent to those in authority.

The finished material inspection department usually receives the work from the assembly department. In the case of electrical apparatus it is necessary to make tests to see that all connections are properly made, as well as to see that the completed product is up to the standard in workmanship. There is a check on the inspection department, for if they pass a defect which is found by the assembly or any other department, half the cost of the order to replace the defective parts is charged to the inspection department. Since it is left to the inspection department to say which department shall stand the cost of replacing the defective parts it is generally advisable to ask the foreman to approve a copy of the order for replacing the defective work. This method immediately brings to the foreman's notice the negligence of any employe and also keeps him on the alert to see that the charges to his department are as low as possible.

Wherever possible the raw material inspection department should be situated near the receiving department, the process material inspection department near the center of the shop and the finished inspection department near the shipping department.

The inspection departments should be responsible to the plant engineer alone, and while the general foreman has it within his province to see that the various departments have suitable tools with which to do their work, he has no jurisdiction over the inspection departments. In case of disputes his judgment may be asked, but someone must take the responsibility of saying whether or not the specifications are fulfilled and this is the duty of the raw, process and finished inspection departments.

Cash Discounts.

L. E. Waterman Company, Limited, of Canada, has adopted a new rule with reference to cash discounts which is working well there. The company had the usual difficulty with buyers taking out the cash or short-time discounts, even though they allowed their bills to run 30, 60 and 90 days before paying. The old bills were net 30 days, but it didn't matter how long they ran, the discount of two per cent was taken out just the same.

Now, if a dealer takes out a discount to which he is not entitled, because his bill has run too long when remitting, the next time a bill is sent him no discount is allowed. It is net 30 days. A letter is sent, explaining the reason for not allowing the discount. He is told that evidently he did not appreciate it, and that his conduct in taking out the discount after the term for which it was allowed had expired is sufficient proof that he doesn't appreciate the benefits of a cash discount, and therefore he cannot have any discount in the future. His bills will hereafter be net.

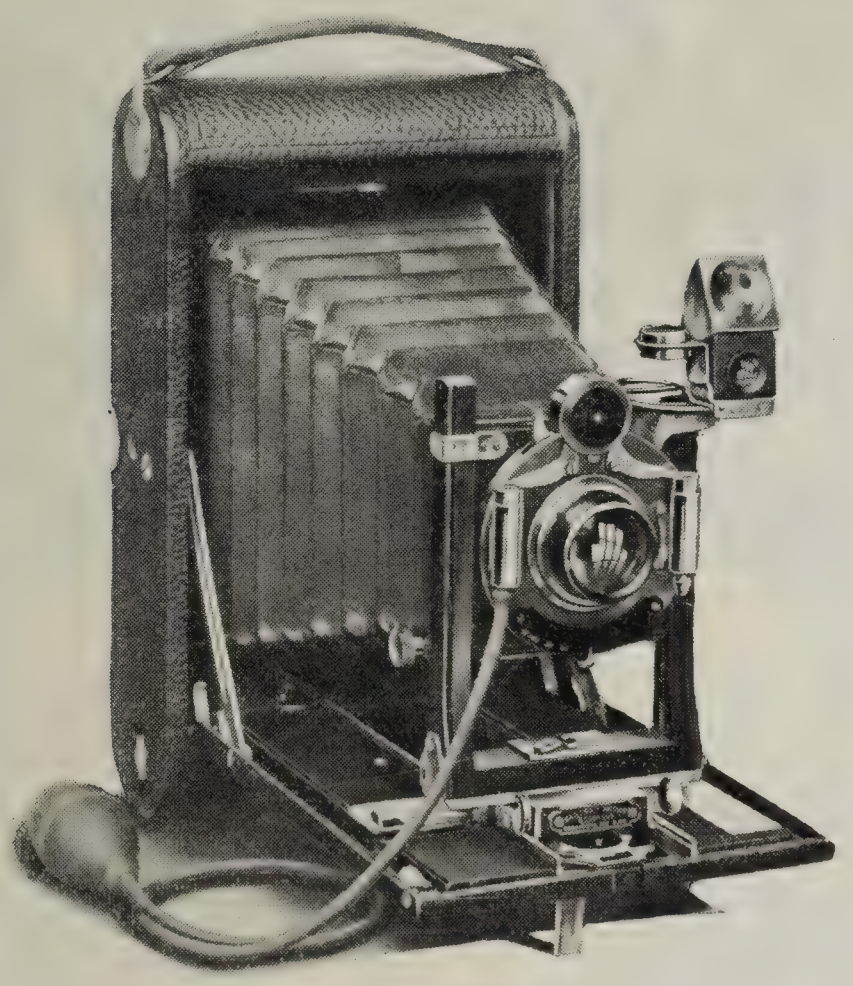
Accountants in France.

An International Congress of Accountants and Book-keepers will be held in August, 1907, at Lyon, France, at which a number of progressive accounting matters will be discussed, such as the general unification of accounting methods, perpetual inventories, the advantages of the metric system in relation to international commerce, etc.

All inquiries in relation to this congress should be addressed to N. Hippolyte Conry, 232 Avenue de Saxe, Lyon, France.

The Use of the English Language in South American Countries.

While it is true that English is more commonly used in Latin America than heretofore, the fact remains that American correspondents are expected to address South Americans in their own language and that unless they do they are at a very serious disadvantage in competing with the commercial interests of European nations, and these conditions will exist for many years to come.



THE NEW

4¼ x 6½

KODAK

Ask your dealer to show the No. 4A Folding; pictures 4¼ x 6½ inches, high speed lens and shutter, Pocket Kodak simplicity, price $35.00.

EASTMAN KODAK CO.

Rochester, N. Y.

Kodak Catalogues free at the dealers or by mail.

The Kodak City.



MY occupation has been that of a traveling salesman scooting from Maine to California, making one or two of the larger cities of nearly every state in the Union, blowing, bragging, bluffing, mingled with a lot of honest talk selling machinery for a big manufacturer, consequently I should know something of the characteristics of different people.

About eight years ago I invented a new thing for shoes. Like many other inventors I was the recipient of a lot of easy, cheap praise and pounding on the back for the nice thing I had. But none had money to invest. More of them had a sure thing in horse-racing, oil wells and swamp lands. However, an acquaintance of mine happened to remember that a few years prior to my patent idea I had done some kind things for a consumptive brother of his. This somewhat softened his heart and he decided to supply the huge sum of a thousand dollars for a half interest.

After six weeks of dumping this lot of money into machinery, etc., we had to and were really able to borrow an additional $700.

In response to our advertisements in boot and shoe journals we received numerous inquiries for samples, but no orders. My partner was sick, sore and out—both hands in the air to remain there. But I would not say beat, and here is where a man's best friend came handy. My mother gladly let me have $75, not because of the patent but because I needed the money.

With this I pulled out of Chicago on a cold, nasty, wet night for Cincinnati, carrying samples and hopes minus sunshine; also some well worn shoes which my patent still cheered to their final demise.

The half dozen manufacturers I called on gave me the icy stare and their sneers seemed to follow me. "How dare I even think they might purchase? Weren't my prospects great?" Surely I ought to quit now.

At noon while at lunch in the hotel dining room a fellow traveler next to me started the weather report, then switched off to the ever next question—"How's bus-



THE SUPERINTENDENT CAME NEAR TELLING ME I WAS A FIT SUBJECT FOR A FUNNY HOUSE.

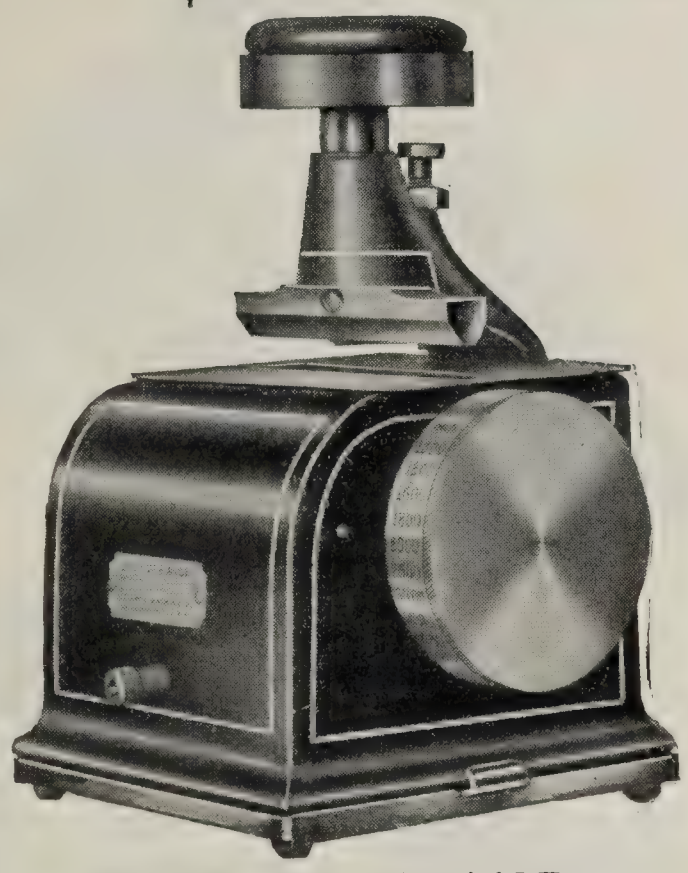
iness?" I answered: "Bum. Dead. Nothing doing." He looked surprised and said: "That's bad. What have you outside of bridges or building post offices?" Well. He soon knew; and pulling himself up said, "Look here, my friend, I am in the shoe machinery business and know personally every shoe manufacturer in the middle west, come with me tonight, I'll put you on some; you have a good thing but you don't know

THESE TWO MACHINES SAVE TIME AND MONEY

The Defiance Draft and Check Protector

¶ This system of protecting checks and drafts is now recognized as the only absolute and sure protection against the forger and check raiser. It has been adopted by the U. S. Treasury Department and is used by banks and business houses the world over. It stamps across the face of the check in indelible ink tne words "Not over Fifteen Dollars $15.00" or any other amount from $1 to $100,000 and also cuts the fiber of the paper so as to defy the use of chemicals. Every machine warranted. Delivered to any address for **$15.00.** Order to-day or write for booklet.

$15.00 Delivered



CHECK PROTECTOR

THE DEFIANCE CHECK WRITING MACHINE

¶ This machine will write your checks at the rate of fifty a minute in any amount from one to two hundred thousand dollars. It is so simple and easy to operate that your office boy can learn to use it in five minutes. It prints the amount in indelible ink which protects the checks from being raised or altered. If you have many salary or dividend checks to write, this machine will save you much valuable time. It is in use by many large business houses whose names we will gladly furnish as references.



CHECK WRITER

ILLUSTRATED CIRCULAR AND PRICES SENT FREE

DEFIANCE MACHINE CO.

81-E Main St., Rochester, N. Y.

the shoe manufacturer; you'll need a jimmy to go with your first talk."

So with the rain, hail and sleet patting a song of foolish-man on the Pullman window that night we sped toward St. Louis town. There I got my cue—where to go, who to see and made for one of the largest shoe houses in America. The superintendent came near telling me I was a fit subject for the funny house. Why he, They, Yes sure. They knew it all.

Now here is where I got mad. Something must be done. Lie for, bluff for, fight for



REQUESTED ME TO LET THE FACTORY RUN NIGHTS.

or steal an order was all I could see. Sad, but true, all honesty to the dogs. I soon got a new order book and using pencil, fine pen, stub pen, hotel ink, store ink and back to another hotel for different ink, I filled its first pages with specious orders, crimped the sheets, bent the cover so it would look used and made haste to my next shoe manufacturer.

This time I did not let the boss buyer get far on my being all kinds of an imp. I still believed I had a good thing. Did not the worn shoes show it? I would pound it into these people, or—well, I did not think of any "ors."

The following is pretty near the talk this fellow got. See here, Mr. Murray, while you manufacture a lot of shoes and we are pretty well stacked up with orders and I am going home tonight, I thought it well enough to call on a few more shoe makers before leaving. You St. Louis people have the whole west and southwestern country with which you might do business almost exclusive of the eastern man.

As it is now, you let him introduce the new things and copy them the following season. Their agents run over your territory and the retailer buys, paying more frieght, etc. Six months later you wake up to show the same thing. So it will be this time—why, Mr. Murray, when you hear of Brown, Smith and Brown, of Brockton, Mass., or Slater, of Lynn, or Consolidated Shoe Co., of Newark, and the rest using our goods with big success you will know we are busy. While I was reading these orders from my Big Lie Book, I stood so that with a slight stretch of his neck he could see the contents. Oh, yes, he did. He rubbered. He swallowed the bait and hook and was gulping down the string. I went on—now while I must say good-bye without an order you will please remember I called. But he interrupted, asking the prices, what styles we made and whether it required extra machinery to place the device in the shoes? He finally ended by ordering a few thousand pairs. I thanked him as if I were used to orders like that and bade him good-bye. Before I got by their last window I could hardly control my feelings. But I finally came to, got my thinker to know that I was only dreaming million dollar feelings as yet and tackled two more manufacturers in the same way. The racket worked and these three orders helped me to get six more that day. This made as our real customers nine out of eleven big St. Louis manufacturers. At four p. m. the following was going over the wire to my partner in Chicago: "Took orders today valued twice over whole investment. Fred."

From six until train time that night my new made drummer friend and I put ourselves outside of a swell five-course layout. At this time he made me a proposition with real money back of it. He would do the traveling for the firm and I thought we could let him in as a third partner. He said that would be letting him in on the ground floor. Of course we could use his $2,000 beautifully, and I may as well say right here the investment gained him quite a large sized bank account.

That night the Alton had a happy passenger indeed. Next morning my partner was at the depot to link arms with me and carry my grip and the day was a happy one.

Mr. Lucas followed the next day and we closed our deal in one, two, three order.

After a few months of business one morning's mail brought a letter from the big St. Louis shoe house I first called on say-

WM

MAKE MONEY IN REAL ESTATE

We want you to write to us today for our new free book which tells all about the science of **Real Estate Investment.** It tells

How to invest Small Sums in Real Estate
How to Choose Real Estate Judiciously
What Class of Properties Grow in Value Most Rapidly
How Long to Hold a Property
When and Where to Buy
The Cause of Growth in Population, etc.

¶ This book is not an advertisement of any particular investment, but is the condensed expert testimony of some of the best known real estate men in the country. This book will interest everyone who has $5.00 or more a month to invest and wants to invest it where it will be safe, yet where it will earn more than an ordinary 3 or 4 per cent. interest.

¶ Along with it we will send particulars of the best real estate investment we ever offered our clients—an investment where every dollar will be as safe as a Government bond and where the investment should increase in value from 50 to 100 per cent. yearly for a long term of years to come.

¶ Write us a postal, saying, send **"Dollars In Dirt".** You will receive the book by return mail.

W. M. OSTRANDER, (Inc.)

134 North American Building, Philadelphia
Suite 134, 25 West 42nd Street
New York City

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W. M. OSTRANDER, (Inc.)

134 North American Building, Philadelphia
Suite 134, 25 West 42nd Street
New York City

ing they had sent us 20 lasts and telling us to make 200 samples for each style. We were awfully busy. We knew, too, that they were receiving order after order from their traveling salesmen for shoes to contain our device, and mind you they had over a hundred salesmen. We also knew that they would manufacture our device themselves if they could, ignoring us entirely. O sweet is revenge! Just what I wanted. I wrote them that our patent was no longer an experiment and we were beyond making samples. If they wanted to send a good sized order we might undertake to fill it in six weeks or two months.

The next mail brought a letter to the effect that we were pretty impertinent and asking whether we were aware of what it meant to us to do business with such a large concern? We were to make the samples or return the lasts. I answered lasts would be returned and that while we had seen their advertising occasionally I happened to know of a shoe manufacturing concern up New Hampshire state who made more ladies' and children's shoes exclusively than they jobbed and manufactured together. But that that was neither here nor there; we would abide by our first letter only.

Next morning about 9 o'clock, probably half hour after they received our letter, we got a telegram to hold lasts, and a letter followed with an $1,800 order. Though a submissive will deserves due respect we could at the end of three weeks fill only a small part of their order. As a result the Sunday morning following one of their firm arrived at my house. He was at once big enough to acknowledge that they were out-generaled and requested me to let the factory run nights—any way to fill their order.

By Jove, they simply had to get our goods or shut down a whole lot. I think this shows conclusively that sometimes a bluff is better for the bluffed.

The Department of Commerce and Labor Will Exhibit.

From the office of Managers Cochrane & Payne there has just been issued an important announcement to the effect that negotiations have just been concluded whereby the United States government, through the Department of Commerce and Labor, will be represented among the many exhibitors at the fifth National Business Show, which takes place, under their management, in Madison Square Garden, New York City, October 27 to November 3, this year.

A statement setting forth in detail the plan and scope of the federal government's exhibit and the reasons for the decision to bring the work of this particular department more prominently before the business public in general is now being prepared and will undoubtedly be read with considerable interest in every commercial center when published in October.

Both Had Peculiarities.

A Florida "cracker" once made application to a railroad company for a clerical position. On receipt of a favorable reply he was ordered to report to a certain office, at the head of which was one of these loud-mouthed, irritable fellows, who said:

"Now, young man, it will be well enough for us to understand each other right at the beginning. I am nervous, and have an ungovernable temper, and if I should 'jump on' you and 'cuss' you out, don't think that I mean anything personal—just put it down as one of my peculiarities."

The Florida "cracker," who came from one of those old aristocratic families, replied:

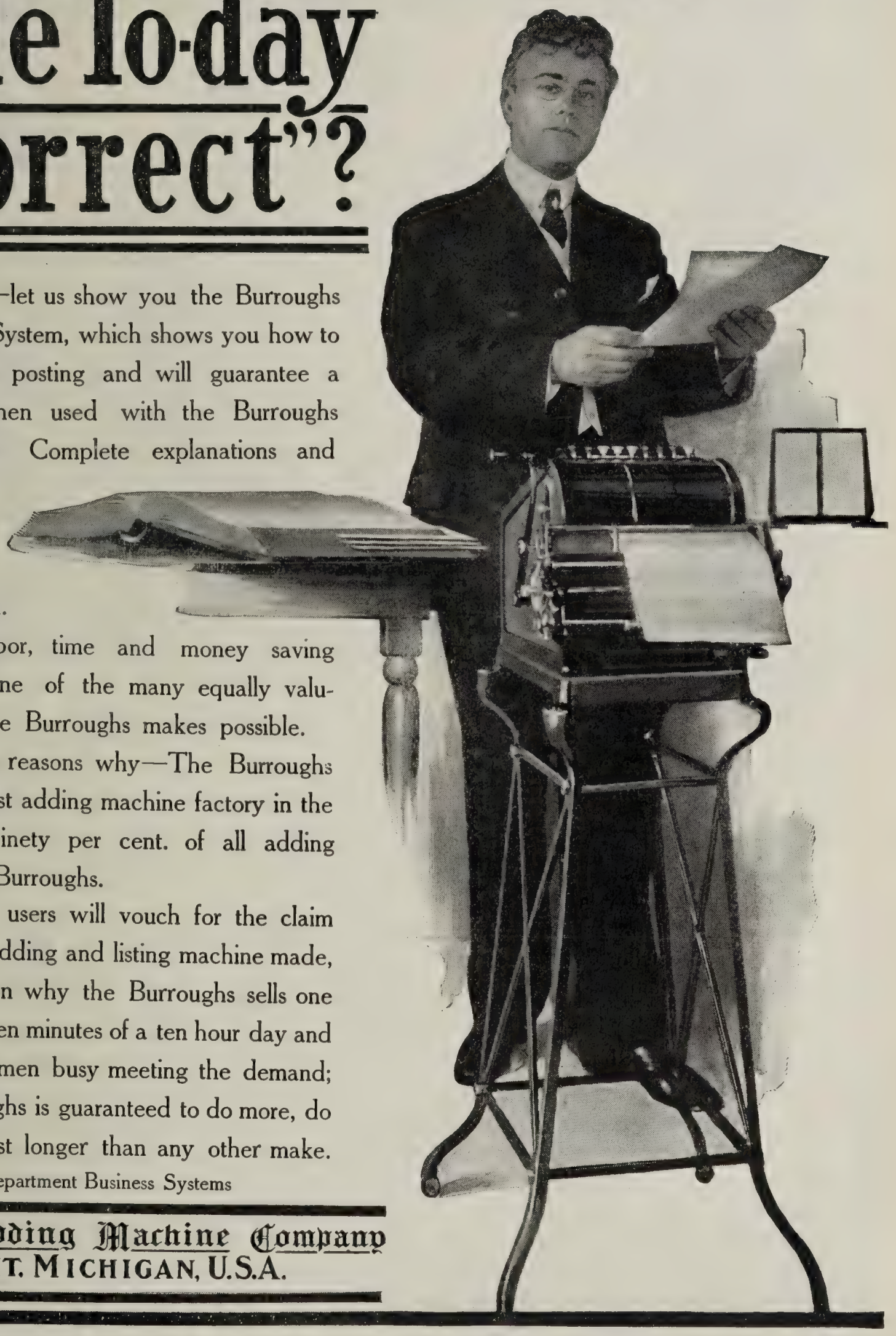
"Yes, sir; I think, too, it is well enough for us to understand each other fully. Now, if you get to 'cussing' me around here, and I take up a stick and knock h—l out of you, don't think that I mean anything personal—just put it down as one of my peculiarities."

It is useless to add that the young man had no occasion to use the stick.—*Judge's Magazine of Fun.*

How Easy We Are!

What a splendid and convenient thing it is for the trusts to have to deal with the people of this country—public and merchants alike. If an extra dividend is needed they reduce the weight in their packages 25 per cent, declare an extra two per cent dividend and everybody is happy. And yet if the public catches a poor negro stealing a five-cent loaf of bread it demands that he be sent to the penitentiary for life. —*The Grocer.*

"Would You Like To Know That Every Posting You Made To-day Is Correct"?



¶ If you would—let us show you the Burroughs Proof of Posting System, which shows you how to prevent errors in posting and will guarantee a Trial Balance when used with the Burroughs Balance Systems. Complete explanations and some sample forms sent for a request on your business letterhead.

¶ This great labor, time and money saving short cut is but one of the many equally valuable economies the Burroughs makes possible.

¶ It is one of the reasons why—The Burroughs is built in the largest adding machine factory in the world and that ninety per cent. of all adding machines sold are Burroughs.

¶ Over 39,500 users will vouch for the claim that it is the best adding and listing machine made, which is one reason why the Burroughs sells one machine every fifteen minutes of a ten hour day and keeps over 1,750 men busy meeting the demand; AND, the Burroughs is guaranteed to do more, do it better and to last longer than any other make.

Address Department Business Systems

Burroughs Adding Machine Company
DETROIT, MICHIGAN, U.S.A.



Foreign Correspondence.

COMPETITION at home is so keen that many of our merchants and manufacturers are inquiring as to the best way in which to open up a foreign market for their goods. Consequently, every point in connection with this subject is of great interest and one point presents itself to us in connection with correspondence daily received at this office which should be of interest to the merchant or manufacturer seeking for a foreign outlet.

Our merchants here in corresponding with their customers and prospective customers abroad, are in the habit of using stationery prepared for home use. In other words, the letter heads, envelopes, and so on, are printed in English with all the idiomatic expressions usually found in this language. On the contrary, they should be printed in the language of the country where they are to go. A bright example of this practice is found in the correspondence which comes to the editorial desk from Japan. Merchants, manufacturers and business people of all sorts in that country in corresponding with business houses in this country, use a letter head printed entirely in English and this is an example which could well be followed by every merchant in this country who corresponds with other and foreign nations.

The English Book-keeper and Balance Sheets.

The following contribution on the subject of the construction of balance sheets has been forwarded to us by a Scottish accountant, who states it is a correct representation of a conversation he recently held with a client.

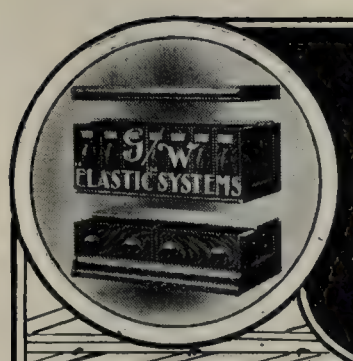
The Scotchman—In taking up the subject of balance sheets, we may with advantage pause to wonder at the obstinacy, and general stiff-neckedness, of the English accounting profession in transposing the location of assets and liabilities on balance sheets.

This custom has been in force for so many years that English accountants have grown to consider it as some hallowed bequest of the ages that must be held sacred and uncontaminated from change of any kind—some form of incantation without which the very foundation of catholic accountancy would totter to destruction.

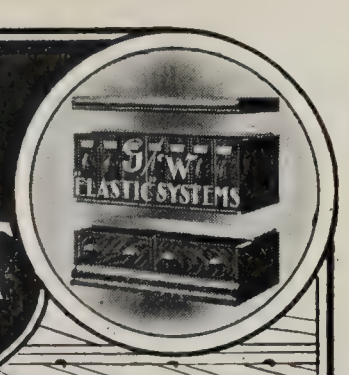
This unreasonable topsy-turviness is condemned by all the civilized business practice of the world, the principal argument against it being, that it is also repudiated by Scotch accountants.

I believe it to be true that the transposition or ledger balances on the balance sheet originated with some ignorant lawmakers in the British House of Parliament, who enacted legislation prescribing the form in which railroad, or some such accounts, should be rendered to that department of the government then corresponding to the present Board of Trade; the error having since been perpetuated because no one has had the courage, or common sense, to endeavor to correct it.

The Principal—I am much relieved to hear this interesting explanation, and it confirms my suspicion that I once unwittingly did an employe of mine a great injustice. I was in need of a book-keeper and a young Englishman, recently arrived from the old country, was highly recommended to me by a business acquaintance. He appeared to be bright and generally satisfactory but, at the end of the first month, he produced a balance sheet with the liabilities on the left-hand side and the assets on the right hand side.



$75000 00 OF G/W "ELASTIC" CABINET EQUIPMENT IN THIS ONE BUILDING





Here Is An Example of Globe-Wernicke Service.

The B. & O. Railroad Company, before deciding upon the purchase of the filing devices required for their new fourteen story building recently erected in Baltimore, sent representatives from their mechanical and construction departments to different cities to make a personal inspection of the factory facilities of various concerns manufacturing office equipment.

After their report was received, samples of different lines were subjected to further examination at the head office.

The result of these two inspections came in the form of an order, calling for over $75,000 worth of Globe-Wernicke "Elastic" Filing Cabinets and Book-Cases.

Whether you wish to furnish a single office, a suite of rooms or a sky scraper, our products, our factory facilities and our numerous distributing agencies over the United States afford you the best possible service. Uniform prices everywhere.

Where not represented we ship on approval, freight paid.

BRANCH STORES:
NEW YORK, 380-382 Broadway.
CHICAGO, 224-228 Wabash.
BOSTON, 91-93 Federal.

Write for Catalogue No. 806 W.

The Globe-Wernicke Co., Cincinnati.

"Look here young man," I said, "this won't do!"

"What won't do?" inquired the book-keeper.

I said, "These items here are debits, not credits, and those items there are credits, not debits."

"My dear sir," replied the Englishman, "that is the correct way of making a balance sheet! No balance sheets are ever made any other way."

"O fudge!" I said, "you will either make these balance sheets like every other business house does on the street, or you can hunt another job."

Of course he was not in a position to feel any particular anxiety to lose his job, so he reconstructed his balance sheet, as ordered, but it was a terrible shock to him. Each day I could see his ruddy countenance paling and the luster fading from his eye—" (here the Principal stopped and wiped away a tear).

The Scotchman—When the balance sheet is prepared in accordance with the Scotch, American, or Continental plan, the surplus appears on the right-hand side of the balance sheet and on the left-hand side of the profit and loss account, thus naturally exhibiting the double entry idea in the financial statements, as on the books of account.

We Arise to Remark.

When formulating exercises in connection with the Individual Home Study Courses in Higher Accounting, Systematizing, Cost Accounting, etc., the management of The International Accountants' Society, Inc., and the Book-Keeper Publishing Company, Ltd., after carefully considering the various kinds of questions used for examination purposes by the Chartered Accountants of England and the Certified Public Accountants of the United States, came to the conclusion that they were altogether too theoretical and that something of a more practical nature would be of greater value to the students.

With this end in view, they required the students in the advanced lessons to devise complete systems of accounting for certain specified businesses, retail, wholesale, and manufacturing, and the results were surprisingly satisfactory. The students are intensely interested in these practical exercises, and the benefit derived from the mental effort put forth in answering them is incalculable.

It is with pleasure, therefore, we note that the Pennsylvania Association of Certified Public Accountants has decided to follow our example in setting examination questions of this character, and that The Journal of Accountancy (the organ of the Certified Public Accountants) expresses its emphatic approval of the new departure.

In so doing, The Journal of Accountancy devotes a paragraph to an abuse that is well recognized throughout the country. It states that the reason that so few candidates pass the examinations in so-called Practical Accounting is because they are puzzles instead of problems, and that these puzzles are interpreted by examiners according to personal whims instead of according to standard rules of accounting practice.

The Unprogressive Book-keeper.

Our old friend, the Unprogressive Book-keeper, has apparently been resurrected after the passing of many moons. On this occasion he has been identified in North Carolina where he has "accepted" a position as book-keeper for a branch of a lumber manufacturing company.

The management of this company requires the books at the main office and branch to be kept on the same general plan, and, in order to accomplish this result, the Unprogressive One was called to the main office for the purpose of consultation with the book-keeper there. The U. P. B., however, objected to many of the methods employed by his senior, and objected so persistently that the latter submitted the matter to us for an opinion and advice.

In the first place, the U. P. B. asserted that Capital Stock account should be credited with all revenue and debited with all expense, at which the senior's hair began to stand on end.

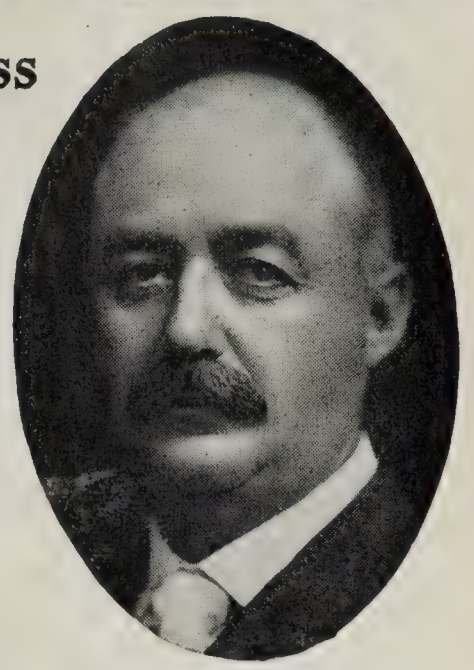
The U. P. B. next condemned the columnar cash book in use at the main office because he said it offered opportunities for errors. He preferred a journal ruled on the order of a single entry ledger where all the items would have to be posted separately.

Here, we see, is a man calling himself a book-keeper, who is evidently just out of the wilds of darkest Africa, and he should return thither at the earliest opportunity. For the sake of the reputation of the book-

The Business Man's Farm

A Substantial Aid to Success

President Shutt Tells How $2.50 a Week, Securely Invested in a Ten Acre Irrigated Farm, Will Net a Dependable Income of $3,000 a Year



E. W. SHUTT,
President Rio Grande Land, Water and Power Co.

TO the average business man, far removed from the scenes of fortune building by the cultivation of Irrigated Land, a farm is a millionaire play thing or a scene of lonesome drudgery for a poor man.

He expects to have a model farm to go to some day, but that day seems far off.

A 10 acre irrigated farm, in selected crops, will net an income of from $3,000.00 to $10,000.00 a year over and above the cost of cultivating it.

If you doubt that I will prove it to the hardest headed business man who ever lived—from authorities that cannot be questioned.

But it has always been necessary for a man to have some knowledge of farming and at least a few hundred dollars saved up.

And it has always involved giving up business and developing the property on the ground.

I have a different proposition for the business man.

If you want a farm that I must prove will net you at least $3,000.00 a year before you invest a penny, here's what I'll do.

I will contract to deliver you such a farm, conveniently located, completely irrigated and all under cultivation — earning at least $3,000.00 a year—if you can pay for it in instalments of not less $2.50 a week.

Of course I cannot give you a deed for it with your receipt for the first $2.50 payment, but here's what I have done to secure you in your investment.

As President of the Rio Grande Land, Water and Power Co., I have deeded to the Montezuma Trust Co., as trustee, all the lands, water-rights and irrigation systems owned by my company.

This property worth well over a million dollars in all pledged to the fulfilment of these Secured Land Contracts.

And so you wont miss the interest from your savings, I bind my company in these contracts to **pay you** 5% interest in cash.

The usual thing would be to **charge** you interest on what you might still owe for the land on stated interest days, but I don't ask a cent of interest.

You just pay me $2.50 a week or as much more as you like.

The contract plainly states that 520 such payments (less $263.25 interest) or a like amount paid in larger payments completes or matures your contract.

The contract has loan values that increase every year.

For instance it binds my company to lend you, after you have made 156 payments (or the same total in larger payments), enough money to make all further payments and mature your contract.

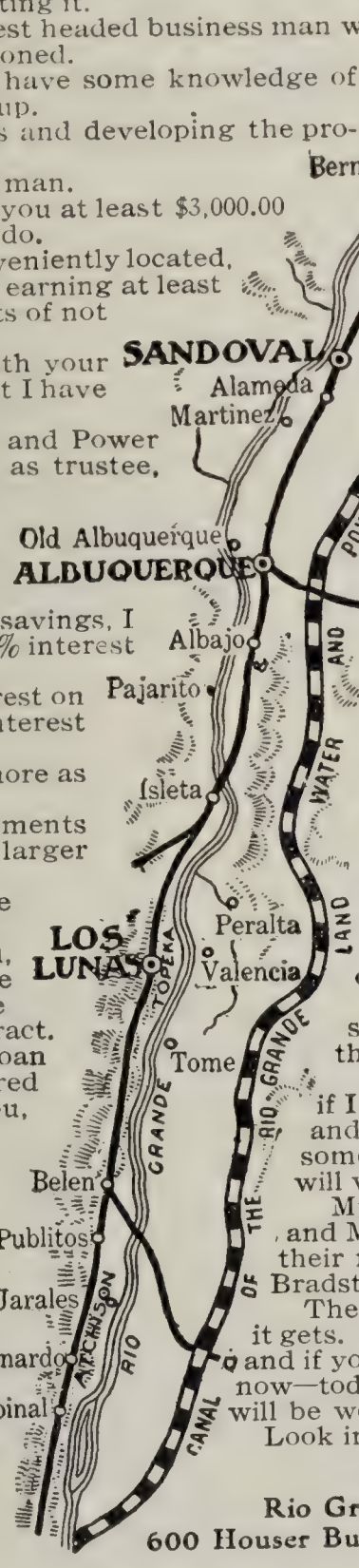
And at any time you chose to pay it up, by loan or otherwise, I have agreed — in a Land Secured Contract, remember — to deed the property to you, fully irrigated and completely under cultivation, whether it be in two years or ten.

That means you would step right into an income of at least $3,000.00 a year — enough to pay off any loan the first year and leave you a profit besides.

You can go and live on your property, secure in an independent, steady, same-every-year income or my company will cultivate your land for a small share of the crops.

No droughts, remember, can ever endanger your crops and in this country there are no crop-destroying insects — no chance known to man for a single crop failure, ever.

Why then should I make so liberal a proposition? Is the land in a wilderness that none would live in?



Not at all.

The land is all within easy access of Albuquerque, the largest city in New Mexico. The main line of Santa Fe Railroad runs through it from end to end.

My company is primarily an an irrigative company.

We had to control the land to protect our immensely valuable water-rights.

But now, with our irrigation plans completed, we want to sell our land with perpetual water-rights, and then supply the water for its irrigation.

This we will do for $6.00 an acre a price considerably lower than the average.

But I cannot explain all the advantages of this proposition in this advertisement.

If it interests you, write me.

Before you invest a penny, I want to make every point clear.

Not a cent do I want till I have proved to your entire satisfaction the security of this investment and the absolute certainty of large returns.

Business life is uncertain, you can't tell what moment conditions may change.

Wouldn't you like to have an independent income to fall back on.

One that did not depend on the whim of any man or on any other condition controled by man?

Wouldn't you make better progress in your business if you were sure of a good living, come what may.

It's the man so fortified that he can venture something that **has** something **handsome** in the end.

I want to put this matter to you just as I would if I could talk with you here in my office — proof and all, for every statement I have made and I've some to make that are so favorable to you that you will want **proof**—and I have it for you.

My company is composed of reputable St. Louis and Missouri Bankers and Business Men—I'll tell you their names and you'll find them rated by Dun and Bradstreet.

The more you investigate this proposition the better it gets. But I want to say right now that the price is low and if you want this land at this price write me about it now—today. Because later we will ask more because it will be worth much more.

Look into it—address me personally.

E. W. SHUTT, President
Rio Grande Land, Water & Power Company
600 Houser Building, ST. LOUIS, U.S.A.

Please mention The Business Man's Magazine when writing to advertisers.

keeping fraternity it might even be advisable to open a subscription in order to hasten his departure.

The Work of Our Expert Department.

Here is a sample of the inquiries received by our Technical Department in the course of one day's mail. It will serve to illustrate the strenuous life required of our experts in endeavoring to satisfy the demands of our subscribers for information.

Question 1. Wanted, a short, accurate and concise book-keeping and cost system for a factory manufacturing store fixtures and mill work.

Question 2. Wanted, a perfect and modern system of accounting for a big hotel company with a capital of two million dollars, each department to exhibit a clear statement of profit and expenses in detail every month.

Question 3. Wanted, a good system for a corporation engaged in the manufacture of lumber and also running in connection a retail lumber yard.

Question 4. Wanted, a complete accounting system for the manufacture of ice, with instructions in detail in regard to the books and proper forms and reports to use.

Question 5. Wanted, advice as to proper method of distributing non-productive labor and general expense in a business where part of the product is made in the shops and part is sub-let; also how to effect a balance between the factory records and the general office books.

A Unique Premium Award.

A somewhat unique adaptation of the premium plan has been made with considerable success in a well-known Detroit factory. The product of this factory is of such a nature that to base a premium award on the output of the individual would tend to the demoralization of the efficiency of the force as a whole. While the various operations are, in the main, paid for on a piece work basis, the work is handled in gangs, and the record kept shows the output of the gang—not the individual. As each member of a gang receives the same share of the wages paid, this plan tends to a higher production as the man who lags is continually forced to do his share by the more rapid workers. Realizing that any premium award, to be equitable, must be based on the efficiency of a group of employes the management hit upon the idea of dividing the factory into sections, each section including only those employes engaged in closely allied lines of work. Announcement was then made that at the end of the month a prize of $50 would be awarded to that section which showed the greatest increase in output and general efficiency, the award to be based on the results shown by the cost records. Since in this factory an improved balance system of cost accounting is in successful operation, the task of tabulating the results was greatly minimized. The prize is divided equally among the workers in the section, but to be eligible to share in the distribution a worker must be employed in the winning section at least 100 hours during the month. With this plan there is no chance for a charge of favoritism since every worker in the winning section receives exactly the same amount.

To the Retail Merchant.

Do you read the good advice which is offered from time to time in the pages of this and other publications? Sometimes it seems not. Possibly each imagines that it means the other fellow and that it can't possibly mean him. The other day a member of our staff went into one of the big stores near the Public Square in Cleveland. His intention was to make a purchase but he was unable to get attention for some moments. And why, do you suppose? Because there was a press of custom? Not at all. There was a little game of "catch" in progress and so small a matter as a customer must not interrupt a thing of this sort. Another of the staff made a purchase of a pair of shoes at one of the well-known Regal stores. When he went to the cashier's desk he found that young woman's attention taken up by a pop-eyed little dog which she had on the desk before her. Of course it was the manager's duty to see to things like these but the point is they were not prevented. The same thing in a different form can be seen by you any time you will observe. Could it happen in your store? Did it happen in your store? Very likely it does only you don't know it.

The writer of this entered a drug store with a party of ladies with the purpose of buying a cooling drink. The young man who came forward to wait on the party was clad in a white coat which was so utterly



The Food Value of Rice

has been known and appreciated since the dawn of civilization. The daintiest and most tempting way of preparing rice for food, is a decidedly modern invention. This marvelous process thoroughly cooks the rice kernel to a dainty nut-brown crispness, while expanding, or "puffing" it to many times its normal size.

Quaker Rice
(Puffed)

is a delicacy that possesses genuine merit as a food—it pleases the palate and satisfies the appetite—it is so distinctly good and wholesome, children and grown-ups can eat all of it they want as many times a day as they please.

Quaker Rice should be warmed in the oven and then served with milk, cream or sugar to suit the taste, or, you will like it 'tween meals just as it is.

On each package of Quaker Rice you will find recipes for delightful confections, such as Quaker Rice Brittle, Quaker Rice Candy, etc., which you can quickly make in your own home, to the enjoyment of every member of the family.

Quaker Rice is sold by grocers everywhere at 10c the package.

Made by the Quaker Oats Company, Chicago, U.S.A.

filthy that the whole party immediately left in disgust. How much good did this do the store in question? How much of this sort of thing goes on in your store? Can you wonder that we ask if any attention is paid to good advice as to store methods and manners?

How to Apply for a Position.

That the average business employe does not know how to construct a decent letter of application for a position is a lamentable and well-known fact.

Indeed, it would seem as though a letter of application is the only opportunity to exhibit as much as possible any lack of tact and common sense the writer may possess.

A stenographer, for example, applying for a position recently, wrote that an early reply would receive her most favorable consideration. This would be the kind of private secretary to leave in charge of correspondence while the employer is away on a vacation.

There are many to be found in every city who are constantly making applications for advertised positions but never get any answers, and these unfortunates usually word their applications—no matter what the requirements of the advertisement may be—something as follows:

"Dear Sir:
"Your ad noted in this morning's News. Can fill position to your satisfaction if given an opportunity. Shall be glad to call on you."

Or, perhaps the advertisement stipulates that the application shall state age, experience, salary required, and references, whereupon the position-hunter writes:

"With regard to your ad in this morning's News, I will be glad to see you in reference to same."

Some applicants appear to endeavor to demonstrate in the clearest possible manner how very slovenly they can be in general style of writing a letter, as though the best plan in securing attention is to make an unfavorable impression.

A book-keeper commenced his letter of application thus:

"Mr. G. H. Smith has the pleasure to present his compliments to Messrs. Jones, Brown & Co., and begs to submit to them his qualifications, etc."

The partner who opened the letter said he did not want Mr. Smith's compliments, and that Mr. Smith was an ass to find it such a pleasure to present them.

Net Profits of a Transportation Company.

An interesting discussion on the subject of net profits was recently made public in connection with the new subway in New York City, and the Belmont Transportation Company to whom it has been sublet by the city.

The terms of the contract read that the Belmont Company are to pay the interest on the construction bonds sold by the city for the purpose of raising the necessary funds for constructing the subway, and one per cent additional on the face of the bonds so soon as the transportation company earns five per cent net on its capitalization.

The Belmont Company, however, deduct the interest on the construction bonds before arriving at the net profit of the company, and the city authorities claim they have no right to do so.

It looks to us as though the interest on construction bonds should be looked upon in the light of a dividend on preferred stock, and from this point of view the claim of the city authorities would be justifiable.

The Relation of Stock-keeping to Buying.

Many are the arguments in support of its value to a business, but seldom has the assistance of an efficient stock-keeping system to the buyer been recognized. This phase of the question and its bearing on the welfare of the business was quite recently brought to our notice when a large manufacturer asked our assistance in procuring the services of a first-class stock man. In discussing the requirements of the position he stated that the man who secured the job would be obliged to keep a record of a stock of $350,000 worth of miscellaneous factory material and supplies. "That," he added, "is one of the reasons for my willingness to pay a good salary to the right man, for we should be running our factory with an average stock of $200,000. A man who knows how to install and operate a system that will tell us every month what we do have on hand, can give us that $150,000 investment in other directions."

Here is a very large concern where overbuying is the rule simply because they have no reliable stock system. Fortunately there is no lack of capital or the tendency would

$1 FOR A COMPLETE MAIL ORDER COURSE



Biggest Offer Ever Made. Nearly 900 pages of interesting, solid and instructive matter relating to every subject of ADVERTISING and the MAIL ORDER Business.

IF you are a business man, advertising student, mail order man, ad writer or connected in any way with advertising or the mail order business, send $1, and take advantage of this offer to-day.

Advertising, edited by Arthur E. Swett, has for its contributors the most brilliant and experienced advertising men in the world and every conceivable subject pertaining to advertisement writing, space buying, system, methods, etc., is discussed in a masterly manner at once interesting to the tyro and convincing to the most experienced advertisers—such as: The Chance for the Small Business, Striking while the iron is hot, Mailing Cards, The Value of Price in Advertising. Why booklets bring business, Doctors and Advertising, The Farmer, the Catalogue, Letters the mainstay of the Proposition, Saving Bank Business by Mail, Retail Advertising in the Country, How Country Merchants can draw trade, Employing an Ad Writer, The Advertising Writer and the man who pays him, Word of mouth advertising, How and why the Ad Writer gets business, Good Schemes and Bad ones, Continuous Advertising, Inactive Advertising Matter, etc., etc., and a mass of other interesting matter too numerous to mention. The man who is studying advertising by correspondence will be interested in **"The Letters of an Advertising Man to His Younger Brother,"** which discusses in a series of heart to heart talks the trials, difficulties and temptations that beset the young advertising writer in learning and following his profession. **"Principles of the Mail Order Business,"** the most complete, practical and comprehensive book on this branch of advertising ever published. This important subject has never before been fully treated in a special work of this kind. A complete synopsis of contents is impossible in the space alloted in this ad. but it covers every branch of the mail order business in **20 complete chapters, fully illustrated.**

Chapter I. Largely introductory. Shows the great possibilities of the mail order business. How manufacturers can market their goods by this method, either by selling to retailers, smaller mail order dealers, or direct to the public.

Chapter II. The standpoint of the small dealer. How to begin the business as a side line acquiring the necessary experience to go in deeper. Ready-print circulars and catalogs. How to keep records by the card index system. How to follow up inquiries.

Chapter III. The catalog business. How the profit is made. The evolution of a mail-order customer. How a customer is secured. The kind of ads that pull. Amount of money to spend in advertising. How to place it advantageously, etc.

Chapter IV. The follow-up system. Examples of follow-up letters that bring a large percentage of orders.

Chapter V. The class of goods for the man with limited capital. How to grow from cheap goods into a more pretentious class of articles. Examples.

Chapter VI. Selling goods through agents. The right method. Price and profit. Examples of good ads and letters.

Chapter VII. "Hints by the way." Practical experience of a concern that has succeeded where others failed. Three follow-up letters that will prove excellent models for many mail-order dealers.

Chapter VIII. The mail-order medicine business. Inquiries, and how to turn them into orders. The value of testimonials, and how to get them. The price and the profit. The value of a new idea, etc. Examples of good ads and letters.

Chapter IX. Selling medicines through agents. How to get agents and how to keep them. The literature. Selling on consignment and making collections. Three strong letters to agents. This is a long chapter—the subject is fully covered.

Chapter X. Giving satisfaction. Promptness in filling orders. Slack methods and where they lead. The keystone of a successful mail business.

Chapter XI. Legitimate schemes. How to make a big profit and still give satisfaction. Samples of scheme circulars and follow-up letters. An example of a good scheme is given.

Chapter XII. The trust or consignment scheme is gone into fully. The author has had wide experience in this class of business and speaks with full knowledge. The best class of articles and premiums are shown in the light of practical experience. Where to buy at lowest prices. How to get replies at the lowest possible figure. Delinquent creditors. How to keep the percentage of losses down. Examples of dunning letters. Do not go into the trust-scheme business without reading this chapter.

Chapter XIII. Advertising mediums. Importance of buying the right class of circulation. Value of the different monthlies. How to place your ad in papers that will pull

Chapter XIV. Typographical detail. How space is measured. Display ads. Reading matter ads. A flat rate. Classified ads. Position. How to send copy, etc.

Chapter XV. Postal pointers. What you ought to do and what you ought not to do. Postal regulations and infractions.

Chapter XVI. The future growth of the mail-order business. This class of trade constantly increasing. The impetus given the mail trade by the extension of the Rural Free Delivery. The cumulative results of circular mailing. How to strengthen a good first impression so that an order follows. This chapter shows the way to "key" your ads effectively.

Chapter XVII. "Miscellaneous Schemes." Matrimonial bureaus and their operation. The right class of advertising literature. Courses in hypnotism, and the immense profits realized. Palmistry, Astrology and Physical Culture are also given attention. How to start a successful book or subscription business by the mail-order method. The books that sell. Valuable points on guessing contests and puzzle offers.

Chapter XVIII. Gives exhaustive consideration to the question of Financial Advertising. How to get mail-orders for investment securities and speculative ventures on margin. Literature and methods. The best mediums to use. Brokers' advertising. The discretionary pool. Get-rich-quick schemes. Real estate advertising. Building and loan societies. Selling mining stocks. Follow-up letters, etc. Three model letters showing the right sort of argument to use.

Chapter XIX. This chapter gives a plan for working up a very profitable business. Small capital is required. Where to get goods that will sell. A number of valuable points for every beginner in the mail-order business

Chapter XX. Contains a number of letters of mail-order firms (names omitted) who were not succeeding as well as they should, or who had made absolute failures of the business. The reasons for the lack of success.

The Appendix contains the names of manufacturers and jobbers who supply mail-order men with goods, supplies and circulars needed in their business. Full addresses are given.

This book is a mine to all mail order men and other business men who wish to extend their business. It will give you the requisite knowledge to enter the business intelligently, and with prospect of success. You will receive this book and a year's subscription to Advertising (12 numbers, 2 volumes.)

SEND $1 TO-DAY and take advantage of this great offer, which contains the biggest dollar's worth of advertising instruction advice and information ever offered.

ARTHUR E. SWETT, Royal Insurance Building, Dept. 9, CHICAGO

be in the opposite direction, but the condition which exists adds another strong argument for the perpetual inventory.

Prize Award.

About every other subscriber to THE BUSINESS MAN'S MAGAZINE and HOME STUDY, who perused the problem of Hezekiah Stimpson's Code Word concluded that it was easy, and rushed to the post office to mail the solution of "Unworthily" and claim the "V."

That is where they fell into the trap so cunningly prepared for them, as the correct word is

UNWORSHIPT

(Simplified spelling by special permission of Andrew Carnegie).

The prize winner is Mr. Arthur Hoopes, of Coatsville, Pa., whose solution was received August 11, and we have awarded a consolation prize of $2.50 to Mr. I. A. Rumble, of Toronto, Ontario.

Other communications received offered the following solutions, we suppose, for the sake of variety—unworship'd; dun for this; unworship; unworthies; juniorship; unworthier; unworthiness; unmorality; undorshite; unworshiped; untorn hide; lake hurion.

Uniformity in Railroad Accounts.

Referring to the authority conferred on the Interstate Commerce Commission by the Railroad Rate Bill recently enacted to prescribe the forms of accounts and records to be kept by interstate carriers—it is stated by The Railway World that steps toward uniformity in accounting methods have already been taken, and that the Association of American Railway Accounting officers has agitated this question for years.

The financial statements published by different railroads do not convey to the stockholders such an intelligent knowledge of the conditions they are supposed to illustrate, as is desirable and, as a matter of fact, it is generally agreed that railroad statements are very difficult to understand, so that a reform in this direction will be much appreciated.

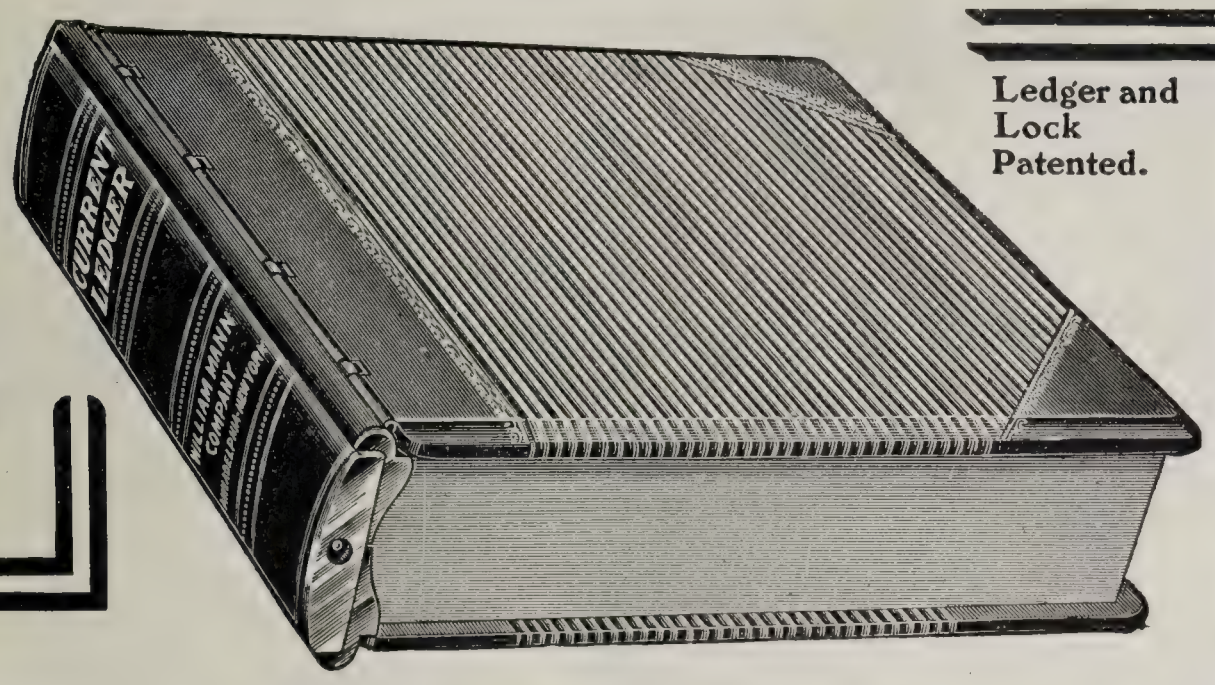
Free Charts.

In HOME STUDY (a magazine published as an overflow for technical articles crowded out of THE BUSINESS MAN'S MAGAZINE) we are now arranging to publish a series of charts of classifications of accounts in connection with a large variety of businesses, these charts being so arranged as to render the trial balance entirely unnecessary, as explained and illustrated in our new text book—The Abolition of the Trial Balance.

All subscribers to THE BUSINESS MAN'S MAGAZINE should take an interest in this subject and subscribe to HOME STUDY while the subscription price is retained at only 10 cents per annum.

The Mann Ledger

Interchangeable Leaves.



Ledger and Lock Patented.

THE MANN LEDGER OUTFIT, consisting of the Mann Ledger (with or without Yale Lock), Transfer Binder, Spring Holder and Deprima Flat Opening Leaf, has all the standard qualities which have made our blank books famous for many years. Send for information and catalogue.

Visit our exhibit and see our line in space No. 107, National Business Show, Madison Square Garden, New York City, October 27 to November 3, 1906.

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The ORIGINAL and ONLY GENUINE

CONKLIN'S SELF-FILLING PEN

—and all in a few seconds of time. The pressure of the thumb on the crescent filler compresses an inside elastic ink reservoir, which, when released, draws in the ink and the pen is instantly filled ready for use. So simple is the operation that the CONKLIN PEN

Really Fills Itself.

The quickly adjusted lock ring prevents the ink from being forced out again. The simplest, most practical, most efficient fountain pen for business use. Dispenses entirely with the old-fashioned drop filler. No complex parts to cause trouble. Large ink capacity. Ink flows with remarkable evenness and regularity; always ready to respond to the first touch. The feed channels are thoroughly cleaned by the same easy process as filling, making the CONKLIN PEN a *Self-Cleaner* as well. The crescent filler prevents pen from rolling on slant-top desks.

Write for catalogue giving full description and special offer we make for you to secure a CONKLIN PEN on trial through your dealer.

Sold by Dealers Everywhere.

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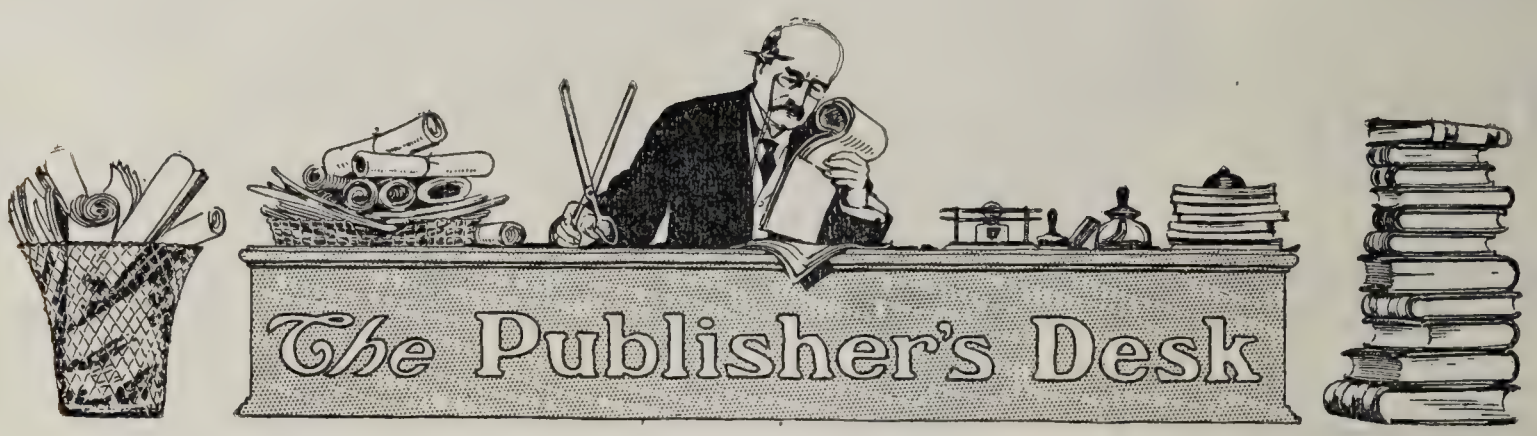
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Please mention The Business Man's Magazine when writing to advertisers.



The Business Man's Magazine

AND

The Book-Keeper

ONE DOLLAR PER YEAR IN ADVANCE.

An illustrated magazine devoted to business systems, including book-keeping, accounting, auditing, stenography, salesmanship, advertising, manufacturing, credits, collections, short cuts, etc., etc.

Published monthly by

THE BOOK-KEEPER PUBLISHING CO., LTD.

E. H. BEACH, Editor.

Subscribers desiring to buy any article not advertised in the magazine will be furnished with the name and address of the manufacturer on request to the publisher.

OFFICES:

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NEW YORK, Johnston Bldg., 28th and Broadway.
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CHICAGO, ILL., 1040 First National Bank Building.
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VOL. XIX. OCTOBER, 1906 No. IV

A Notable Educational Achievement.

THE publications of The Book-Keeper Publishing Co., Lt'd., have always been noted for being not merely up-to-date and abreast of the time, but a long way ahead of the times.

This company produced the first accounting text book arranged in encyclopediac form, since which, numerous imitation business encyclopedias have been placed on the market.

This company also organized the first individual home study course in Higher Accounting. Many other correspondence courses have since invaded the field but the original course, as conducted by the experts of The Book-Keeper Publishing Co., Lt'd., is still so superior as to be in a class by itself.

This company has now taken a step that places it far in advance of any other accounting organization in the world, viz.,—the organization of a correspondence course in factory cost accounting, entitled:

"THE IMPROVED BALANCE SYSTEM OF COST ACCOUNTING."

To the majority of cost and public accountants, no matter in what portion of the world they may be situated, this improved balance system comes as—something absolutely new—a theoretical conception long considered as outside of the elements of practical accounting.

Our greatest difficulty now appears to be to convince those interested in factory records, that an exact balance between these records and the general office books is now placed within the reach of all. If such a balance system is a practical possibility, it is certainly needed by every manufacturing business and we are prepared to demonstrate to the satisfaction of all factory or public accountants that our Improved Balance System of Cost Accounting will furnish the required balance without a large increase of detail involved in the work connected with ordinary cost accounting records, and without involving any large addition of labor and expense.

The majority of publications in relation to cost accounting records and systems have been, not only very prolix, but, confusing in the way in which the various methods are presented and described. The Improved Balance System of Cost Accounting will be found to convey the required information in the clearest possible manner so that it may be easily understood and appreciated.

The Incorporated Accountants of New Jersey.

We learn from the temporary president and secretary of the Incorporated Account-

HELP YOURSELF



To a Good Salary

There is a direct, easy way for you to help yourself to a good position and good pay in the trade or profession that matches your taste and ambition. All this without leaving home; without losing an hour's work or a dollar of pay; without changing positions until qualified to step into the one you desire. Will you mail the coupon below and find out how the INTERNATIONAL CORRESPONDENCE SCHOOLS will help you to **begin helping yourself at once?**

This opportunity presented in the coupon is YOUR opportunity. No matter where you live or what you are doing, the coupon will help you to do better. Mailing the coupon puts you to no expense or obligation. It simply gives you a chance to find out all about the wonderful method of money-earning training now within your reach through the **I. C. S.** No matter if you are poor and lacking in education; no matter what obstacle seems to be in your way, the **I. C. S.**—a great educational institution with a capital of over $5,000,000—will find a way to help you.

Mail the Coupon To-Day.

International Correspondence Schools,
Box 1076, SCRANTON, PA.

Please explain, without further obligation on my part how I can qualify for a larger salary in the position before which I have marked X

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	Civil Engineer
Illustrator	Building Contractor
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A substantial back is necessary, and good paper is absolutely essential. To secure both, buy

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The pages of our books are water-marked with the EAGLE. It is the guarantee of the largest manufacturers in the country that the book is the best that can be made for the purpose and the price.

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Send for several issues of our bright little publication, "The National."

National Blank Book Co.

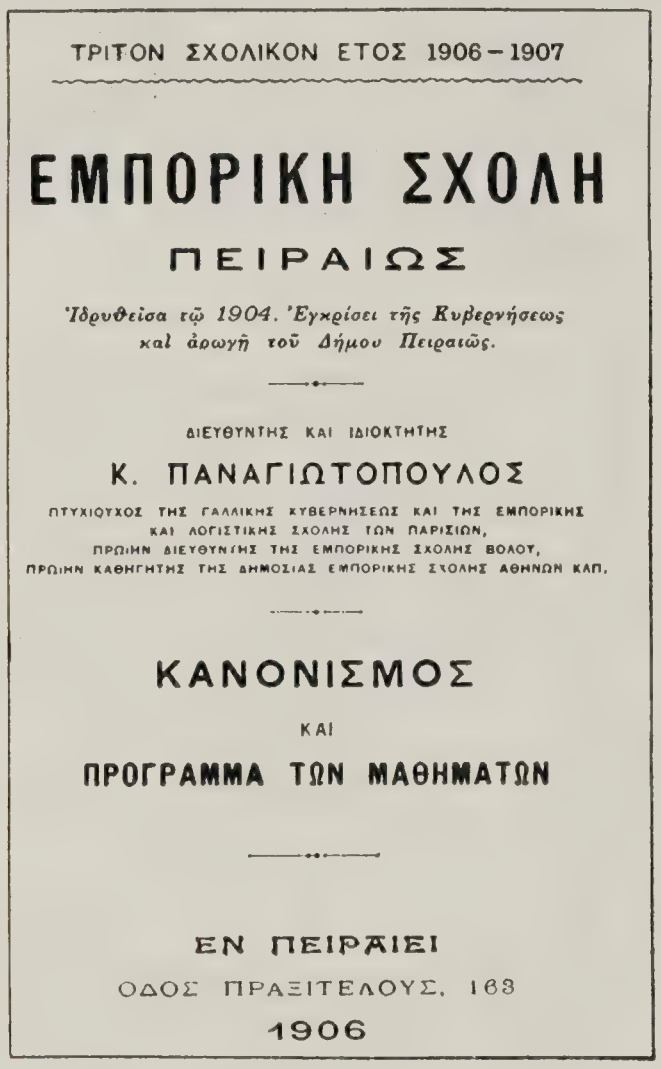
HOLYOKE, MASS.

ants of New Jersey that they propose to hold a first meeting for permanent organization at Jacoby's, 882 Broad street, Newark, N. J., on Tuesday, September 18th, at 8 p. m., when a constitution and by-laws will be adopted and permanent officers elected for the first year.

A Greek Business College.

Commercial College of
The Pirœus.
C. Panayotopoulos.
Founded—1904.

Approved by the government and subsidized by the municipal authorities of The Pirœus.


ΤΡΙΤΟΝ ΣΧΟΛΙΚΟΝ ΕΤΟΣ 1906 – 1907

ΕΜΠΟΡΙΚΗ ΣΧΟΛΗ

ΠΕΙΡΑΙΩΣ

Ἱδρυθεῖσα τῷ 1904. Ἐγκρίσει τῆς Κυβερνήσεως καὶ ἀρωγῇ τοῦ Δήμου Πειραιῶς.

ΔΙΕΥΘΥΝΤΗΣ ΚΑΙ ΙΔΙΟΚΤΗΤΗΣ

Κ. ΠΑΝΑΓΙΩΤΟΠΟΥΛΟΣ

ΠΤΥΧΙΟΥΧΟΣ ΤΗΣ ΓΑΛΛΙΚΗΣ ΚΥΒΕΡΝΗΣΕΩΣ ΚΑΙ ΤΗΣ ΕΜΠΟΡΙΚΗΣ ΚΑΙ ΛΟΓΙΣΤΙΚΗΣ ΣΧΟΛΗΣ ΤΩΝ ΠΑΡΙΣΙΩΝ, ΠΡΩΗΝ ΔΙΕΥΘΥΝΤΗΣ ΤΗΣ ΕΜΠΟΡΙΚΗΣ ΣΧΟΛΗΣ ΒΟΛΟΥ, ΠΡΩΗΝ ΚΑΘΗΓΗΤΗΣ ΤΗΣ ΔΗΜΟΣΙΑΣ ΕΜΠΟΡΙΚΗΣ ΣΧΟΛΗΣ ΑΘΗΝΩΝ ΚΑΠ.

ΚΑΝΟΝΙΣΜΟΣ

ΚΑΙ

ΠΡΟΓΡΑΜΜΑ ΤΩΝ ΜΑΘΗΜΑΤΩΝ

ΕΝ ΠΕΙΡΑΙΕΙ

ΟΔΟΣ ΠΡΑΞΙΤΕΛΟΥΣ, 168

1906

Mr. Panayotopoulos is a constant reader and an admirer of THE BUSINESS MAN'S MAGAZINE.

Have Singleness of Purpose.

Study the life of any successful man and you will find that that which brought a full measure of things to him was his singleness of purpose. He knew what he wished to attain and, keeping the prospect clear of all diverting influences, kept his eye fixed upon the objective and struggled straight toward it.

This may not seem to be a very difficult task to the man who has no purpose in life and who is indolently indifferent to the things which most men prize. Yet it is one of the most arduous, for single purpose is made effective through concentration, insistence, and pertinacity. These things are not possessed by a man of vacillating character.

Many successful men in material affairs, says the New York Telegram, have lacked the education which might have brought them to hair-splitting hesitancy or analytical irresolution, but have roughly and directly worked purpose to realization.

It is pointed out that Hamlet, over whom there has been so much critical study and analytical psychology, had in him all of the essentials of a man of action—which he was not—but that the one flaw in his make-up was his divided will. Fused into single purpose, there might have been another story to tell and less of that which is obscure and puzzling.

If the Prince of Denmark, carefully weighing matters, had finally come to a determination and said: "This one thing will I do and none other till this is accomplished!" there would have been less of tragedy and of heart breaking. But then the story would not have been one-half as interesting and folks wouldn't have been debating it even until today.

Evolution.

The first time the Business Man was confronted with the alternative of doing wrong or losing money, he let the money go, and that was all there was to it. The second time, he snorted some, but still he let the money go. The third time he exclaimed, "Well, well!" held the matter open for a day or two, and let the money go once more. The fourth time he consulted the authorities and discovered that wrong is only a relative term, after all. The fifth time, and ever after, the alternative found him no longer a mere Business Man, but a Financier.—*Life.*

A Fine Touring Car—Free.

We shall give to one of our subscribers a fine Touring Car this fall. It will be one of the finest specimens of the modern high-power machine and one which will compare with the best of the imported cars. This will be given free—not by chance but as a reward for a service rendered. Write to the Automobile Department, THE BUSINESS MAN'S MAGAZINE, for particulars.

STOP THAT PAIN



There is only one disease—CONGESTION
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The Lambert Snyder Health Vibrator

(9,000 to 15,000 vibrations the minute)

CONQUERS PAIN

The Most Beneficent Invention of the Age

Instant relief from **Rheumatism, Deafness, Indigestion, Poor Circulation,** or any PAINS or ACHES. In cases of **Paralysis, Locomotor Ataxia, Lumbago, Weak Eyes, Hay Fever, Obesity, Insomnia, Loss of Voice, Neurasthenia, Brain Fag, Vertigo, Headache, Constipation, Torpid Liver and Lung Trouble,** our Vibrator does marvelous work—and is a good exerciser.

Don't Wait—Don't Suffer—Get a VIBRATOR and Get Relief

The Lambert Snyder Health Vibrator is the only hand Vibrator in the world that gives direct true vibration. We are receiving daily unsolicited testimonials from all parts of the country. You can use it yourself, and it is always ready and will last for years. Used and endorsed by over 6,000 physicians everywhere.

No Drugs—No Plasters—No Electricity—Give Your Stomach a Vacation from Drugs and Medicines.

Our Health Vibrator is really all that its name implies. Every one of the many thousands of vibrations it gives off each minute is charged with Health and Healing and Relief from Pain and Suffering. Based on the true and fundamental principle that "Congestion" is the real cause of all disease, the stimulation to the circulation effected by the Vibrator *must* remove that Congestion and so relieve quickly and surely. Here are some typical instances:

Indigestion is relieved by the Vibrator because it stimulates the stomach to healthy and normal action, thus making it do its own work—that of digestion. *James H. Smith, Lousburg Hotel, Bar Harbor, Me., writes: For over 30 years I have had indigestion and headaches. Drugs did me no good, but your Vibrator has cured me.*

Rheumatism, Sciatica and Lumbago promptly yield to our Vibrator, because its beneficent action displaces the Uric Acid deposits, sending them out of the body by increasing circulation. *Mr. H. B. Page, Box 824, Denver, Col., says: "I have cured myself of Sciatica and other diseases by your Vibrator, and would not be without it."*

Deafness in a very large percentage of cases is completely cured by our Vibrator, because its gentle yet effective action clears away the Catarrhal obstructions and stimulates the whole mechanism of hearing. *Mrs. C. S. Smith, 804 N. Anderson St., Stillwater, Minn., writes: My husband has been deaf for over 50 years. After a few treatments with the Vibrator he is able to hear me talk.*

What Doctors Say. Our Vibrator is used and endorsed by many thousand physicians of all schools of medicine. No matter how much they may differ in their opinions about drugs, they unite in agreeing that the Vibrator is a truly scientific apparatus, safe yet powerful and of unquestioned efficacy in practically all diseased and disordered conditions. *Dr. Lemon, Saulte Ste. Marie, Mich., says: "Your Vibrator received and used with great satisfaction. Enclosed find express order for two more."*

And Now How About You? You need the Vibrator in your family. Stop taking drugs and let Nature's true principle of Stimulation by vibration cure you and yours. You will never regret the investment in a Vibrator. Apart from its wide range of effectiveness it is practically indestructible, has no electricity, no wheels, no cogs or spring, and it cannot get out of order.

NOTICE—The basic patent covering our Vibrator has been sustained by the Federal Court of New York City and the U. S. Supreme Court. Infringements will be vigorously prosecuted.

For a limited time we will sell our $5.00 Vibrator at $2.00, prepaid to any part of the United States on receipt of $2.35.

Send for our Free Booklet that will tell you How and Why.

LAMBERT SNYDER CO.,

Dept. 21 C, 41 West 24th Street, New York, N. Y.

Gas Bonds

THE form of security preferred by many well posted investors, because—

Earnings are derived from supplying a necessity, therefore are largely independent of business depressions, and increase rapidly with growth of population and methods of utilization.

Rapid increase in use of gas as a fuel gives field not open to competition from electricity.

Original cost of laying mains and building plant is heavy, discouraging competition.

There are, of course, important questions of management, physical condition of property and of territory served, requiring careful inspection by experienced experts.

Write for complete information of Gas Bonds which we own and offer to yield from

4.72 to 6%

Government, Municipal, Railroad and Public Utility Bonds, bought, sold and appraised.

N. W. HALSEY & CO.

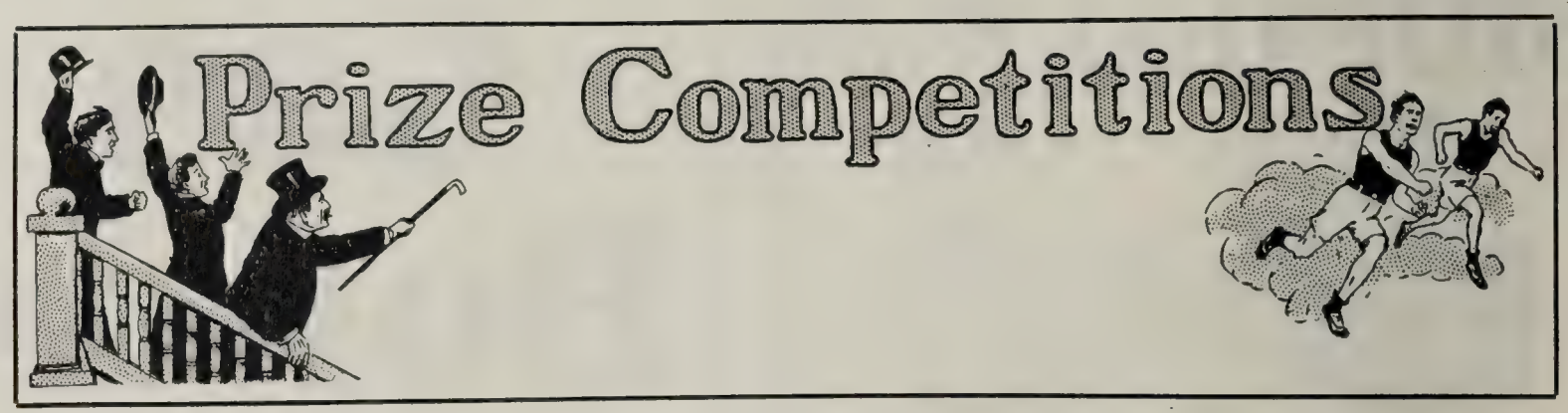
BANKERS

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Real Estate Trust Building

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152 Monroe Street

SAN FRANCISCO
413 Montgomery Street



Competitors must sign their articles and give address—not necessarily for publication but as an evidence of good faith.

Competitors are requested to send their photographs, carefully marked. All forms should be drawn on separate sheets and carefully numbered. Write on one side of the paper only. Address everything. Competition Editor.

Accounting for the Retail Furniture Business

By F. J. LAMBERT

FOR convenience we will make two divisions, a purchasing and a selling side of the business.

PURCHASING SIDE.

As invoices are received they are placed in the unchecked file, and as the goods arrive, they are checked up and the invoices are placed in the checked file in their respective divisions according to their terms, i. e., 10, 20, 30 or 60 days.

When the bills become due they are handed to the cashier who makes out checks for same and the bills are filed in a vertical filing cabinet, each firm having a pocket or division as the case requires. We keep no purchase ledger nor any account whatever with our creditors.

Note—The files referred to in the above are the ordinary paste board box files which can be purchased in any stationery store.

SELLING SIDE.

It is to be understood that nothing is charged until it is delivered.

With the exception of the journal all of the books are bound. For our journal we use a post binder having a post about six inches in length. This we make our permanent binder. The binder we use during the month is a Tengwall file having an index with 26 divisions. Let me add that we use a Fisher billing machine.

We charge up each day's slips separately and as the first charge of a customer is entered we give him a sheet and all future charges for the month are entered on this sheet under its proper date. On the tally sheet attached to the machine we enter the amount of each sale and at the end of the day we enter the footing of this in our total sales book. The slip on which we enter the charges (the same being itemized) is perforated and one part is printed as a bill head and at the end of the month we tear the bill off and mail to the customer. The carbon copy is placed in the post binder and given a page number. We post the footing of this page to the customer's account, making one posting no matter how many different charges he has had during the month. For example see Fig. 1.

To get the corresponding credit for the above charges to the merchandise account we post the total of the sales book for the month.

We use a petty cash book for expressages, expenses and other small amounts. This is entered into a general cash book as are also the amounts from the stub of the check book. We make one posting from the cash book to merchandise account for all cash sales during the month and one for all merchandise paid for during the month. See Fig. 2 for cash book.

We take a trial balance every month

$1500 a Year For Life



ONE OF OUR 15-MONTH-OLD TREES

IF YOU WISH to save for old age or provide for healthy middle age, you can not find a more conservative or a more reasonable investment than we have to offer—more profitable than life insurance—safe as city real estate, yet not so costly—better than a savings bank, for the return is greater.

We have full and complete literature, showing conclusive facts, logical figures and definite reference of good character, proving beyond any doubt that our proposition is bona-fide, certain and profitable. Our booklets give "reasons," and those who can spare from $5 to $25 a month can provide for old age and protect themselves against the ravages of time, the chances of poverty and the misfortune of ill-health by securing a competent income that will cover all necessary living requirements.

It is worth your time to ask for our booklets—do this today in justice to your future. It is not only the man who saves, but he who saves profitably. The demand for rubber can never be fully supplied—a rubber plantation is more hopeful than a gold mine—our booklets tell you the facts that have taken years to prove—write for them today.

This company is divided into only 6,000 shares, each one representing an undivided interest equivalent to an acre in our Rubber Orchard and Plantation. Our booklets will prove to you that five shares in this investment, paid for at the rate of $25 a month, will bring you an average return of 25 per cent. on your money during the period of seven years and an annual income of $1,500 for life. This investment insures absolutely the safety of your future. The man or woman who owns five shares in our rubber plantation in tropical Mexico need have no fear of old age, no doubts about illness, no care nor anxiety for after-years—you are safe—absolutely and certainly—our booklets will prove these statements—write for them today.

Conservative Rubber Production Co.

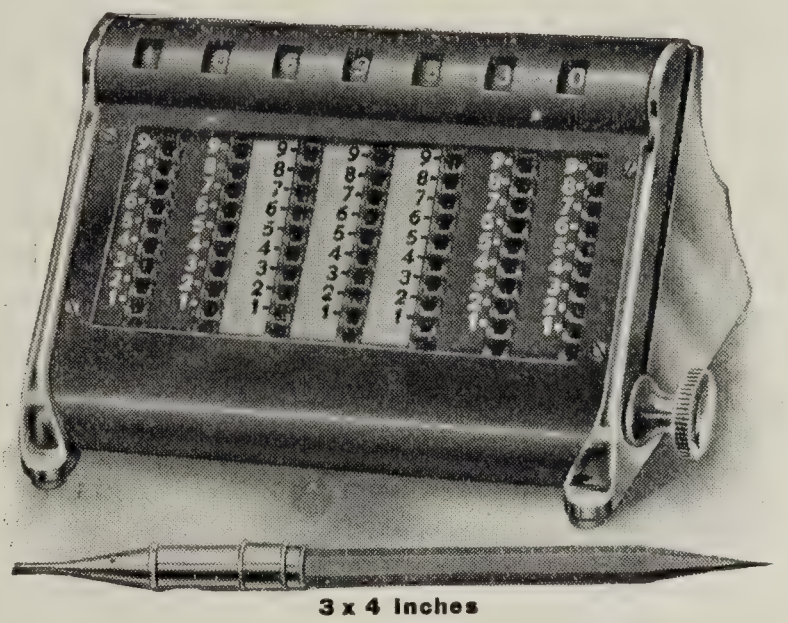
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$15 "GEM" Adding Machine

ADDS
SUBTRACTS
MULTIPLIES
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Every Business Man needs a Good Adding Machine! No man has time to waste on a poor one.

The **"GEM"** is a High-Grade Mechanical Production with a Resetting Device that clears the dials to zero instantly—Does the work of High Priced Machines. **Carries totals** automatically—The Resetting Device is the Only Successful one on a Low Priced Machine.



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Beware of any machine that is not sent on Free Trial. Investigate before you pay.

Don't send money—Just write us and we will send the **"GEM" Expressage Prepaid.**

Catalogue Free.

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489 BROOME STREET NEW YORK CITY

or errors should be made within ten days after receipt of goods. To receive prompt attention, all communications should be addressed to the firm.

THE VAN DYK FURNITURE CO.
HOME FURNISHERS AND DECORATORS.
298 and 300 Main St.

Sold to Mr. Henry Gary
1235 Totawa Ave.

Paterson, N.J. June 30, 1906

Terms. Strictly Net—No Discount Allowed

Folio

Date			Mdse.	Crockery	Total	Credits
4	1 Dresser		25.00			
	1 Bed		20.00		45.00	
5	6 Chairs	1.50			9.00	
					54.00	

FORM 1.

DR. CASH

Date			Fol.	Mdse.	Crockery	General	Balance

CASH CR.

Date			Fol.	Expense	Advtg.	Crockery	Mdse.	General

FORM 2.

and can ascertain within three minutes, at any time, just how the business compares with any preceding month.

Our ledger, containing 900 pages, is divided into sections with accounts on each page as follows: two, four, six and eight accounts to the page; also one line on the page for an account, and we use the account which we think most suitable to the amount of business we receive from the customer.

The reader will note on the sheets the word crockery. Let me add that we have a crockery department and run it as a separate department.

I have not gone into every detail of the above system but feel that any up-to-date book-keeper can, with a little thought, read between the lines and understand same.

Our Standard Prize Competitions.

We are desirous of obtaining a comprehensive article descriptive of an up-to-date accounting system for a building and loan association of the following nature:

The association issues serial shares every January and July, the value of each at maturity being $200.

The maturity value of each share is determined by the amount of dues paid in, plus the accredited earnings. When the total of $200 is reached the share is matured.

An entrance fee of 50 cents for a book is charged, whether one or more shares are subscribed for.

Should a book be transferred, a transfer fee of 50 cents is charged.

The "dues" are 25 cents per share per week.

A fine of two cents per share per week is imposed on those members not paying dues when due.

Shareholders can withdraw their shares at any time subject to any fines incurred and with the following rates of interest:

During the first year, all dues paid in. After the first year and during the second year, all dues paid in and interest for the average time at the rate of four per cent per annum.

The Electric Rotary Neostyle

is an electrically propelled type-stencil printer adapted for office use

The original, type-written on prepared stencil paper, is put into the machine. It rolls out exact duplicates at the rate of 100 copies a minute.

For Circular Letters

rate - advices, instructions, price - lists, orders, etc., it is the best duplicator.

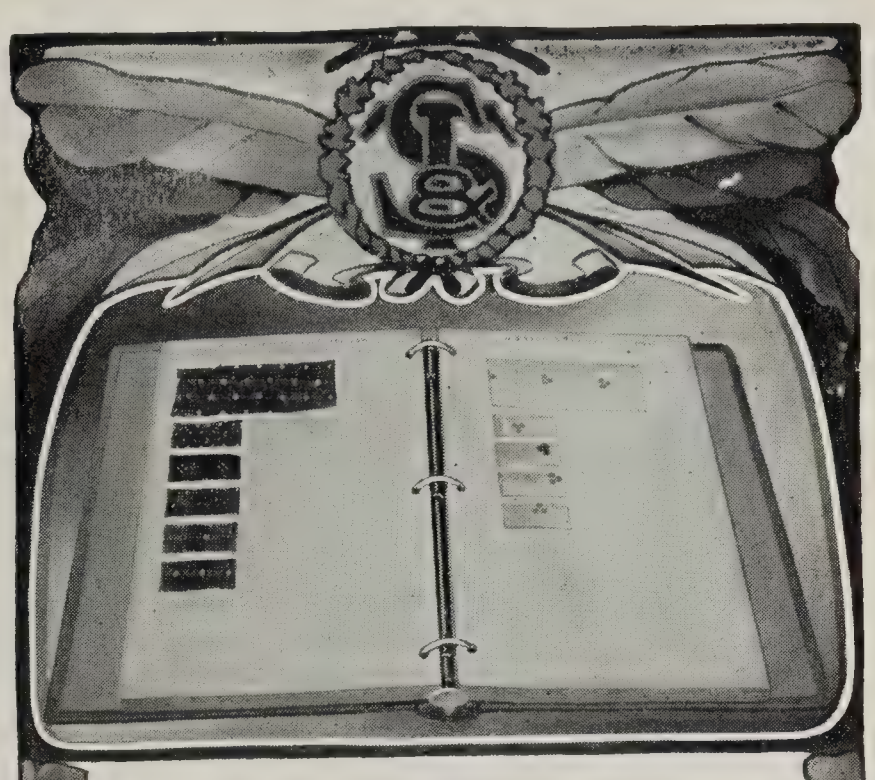
There is not the bother, trouble and expense of sending such work out to a printer and private information is kept in your own office.

You can fill in the names and addresses on the typewriter with our ink-matching ribbons and make personal letters if you wish.

The Neostyle book may contain some suggestion that would prove a money-maker for you. Would you like a copy?

Neostyle Co.

30 Reade St., New York
146 Franklin St., Boston
219 Randolph St., Chicago



The

ROTAMATIC LOOSE LEAF BOOK

Makes an admirable holder for ***mounted drawings, photographs, advertisements*** or ***samples*** for office or salesmen's use.

It keeps them clean, convenient and attractive for display purposes. Samples mounted on heavy paper or card-board can be carried and handled without danger of buckling or getting out of shape. All or any part of the contents can be removed, replaced, or re-arranged instantly. A ***quarter-turn*** of the key attached to the book opens or closes all the arches simultaneously. The mechanism is strong, compact and simple. No springs, ratchets, or screw rods. Sheets are held in ***absolute security.***

The Rotamatic is made in any binding and with either 1½" or 2" capacity, furnished with handles attached if required. Index division sheets with leather tabs bearing alphabetical, numerical, or other designation of contents, made to order.

Our Goods are Sold by Stationers Everywhere

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Everything in Loose Leaf from Ledger to Memo Books

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After the second year four and one-half per cent per annum.

After the third year, five per cent per annum.

After the fourth year the accredited earnings less the following discounts:

After the fourth year, 40 per cent.
After the fifth year, 35 per cent.
After the sixth year, 30 per cent.
After the seventh year, 25 per cent.
After the eighth year, 20 per cent.
After the ninth year, 15 per cent.
After the tenth year and until maturity of each share, 10 per cent.

The association also issues certificates for paid-up stock, $100 cash to be paid for each share. Interest is allowed on paid-up stock at the rate of six per cent per annum.

The association loans out money to its shareholders on bond and mortgage, for building purposes, charging interest at the rate of six per cent per annum for the amount loaned and a premium of eight cents per week for each share pledged. The amount on which interest is charged is reduced every three months by the amount of dues paid in during that period on the pledged shares. For instance, a loan of $100 is secured for which five shares are pledged, interest is charged on $1,000 for the first three months. The dues on five shares for three months will be $16.25. The principal, $1,000, is then reduced by $16.25 to $983.75 on which interest is charged for the next three months. In this way the principal is reduced every three months, until the shares pledged have a maturity value of $200 each, when the loan is liquidated.

The premium on each loan is also reduced eight cents whenever $200, the maturity value of one share, is paid in dues.

The association also makes "stock loans," that is, it will loan to members 90 per cent of the amount of their dues paid in. When granting "stock loans" the association requires of members to pledge shares on which loans are granted, as security, and charges interest at the rate of six per cent per annum and a premium of one cent per week for each share pledged.

The profits of the association are to be apportioned at the end of every year, and are made up of premiums, fines, interest, entrance and transfer fees, and the profits left by withdrawing members, less salaries, rent, stationery and postage and other sundry expenses.

For the best article submitted we offer a prize of

FIFTY DOLLARS.

This prize will be awarded on the basis of the accounting merit of the article submitted.

All articles sent in will become the property of the Book-Keeper Publishing, Co., Ltd., to be used for publication, if desired, in which case additional prizes will be offered the authors of acceptable papers.

Articles submitted may be accompanied by photograph and biographical sketch of the author. The forms illustrating the article need not be elaborately drawn as they will be re-drawn in our standard size and style by our special artist.

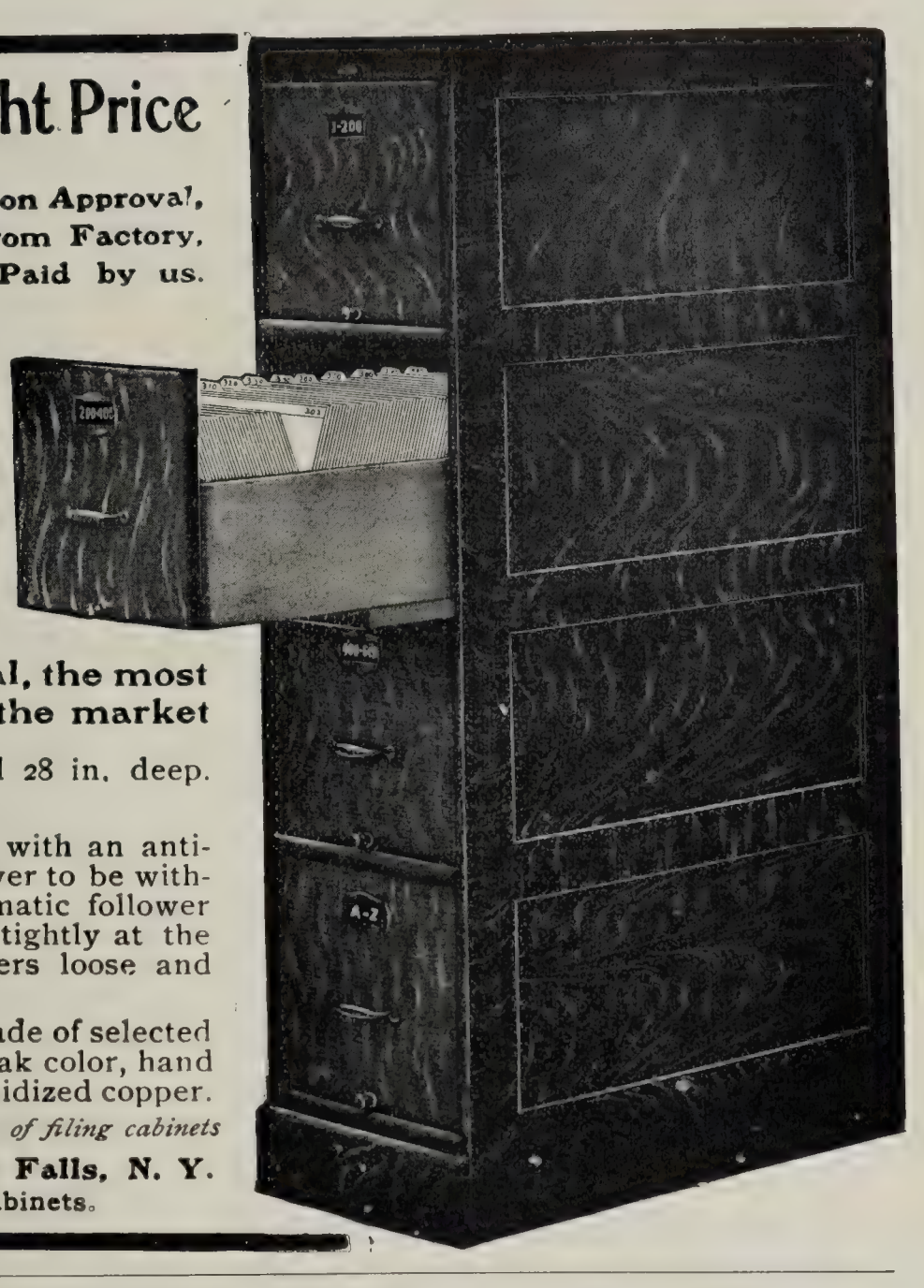
In addition to the above we will give two prizes of $20 and $10 respectively, for the two best articles descriptive of good book-keeping and cost systems for the following lines of business:

Wholesale Dry Goods.
Wholesale Groceries.
Wholesale Hardware.
Aerated Water manufacturing.
Artificial Stone manufacturing.
Bronze Powder manufacturing.
Boot and Shoe manufacturing.
Bridge builders.
Broom manufacturing.
Bronze Powder manufacturing.
Chemical Works.
Cold Storage business.
Cordage manufacturing
Creamery.
Distillery.
Electric Motor manufacturing.
Electrotype Foundry.
Fidelity and Deposit companies.
Flour Mill.
Harness and Saddles manufacturing.
Hats and Caps manufacturing.
Ink and Mucilage manufacturing.
Incandescent Lamp manufacturing.
Jewelry manufacturing.
Knitting Mills.
Life Insurance.
Leather manufacturing
Lime manufacturing.
Linoleum manufacturing.
Lithographing business.
Mail-Order business.
Neckwear manufacturing.
Paper manufacturing.

The Right Cabinet at the Right Price

$18.50

Shipped on Approval, Direct from Factory, Freight Paid by us.



"Lundstrom"

Upright Vertical File

The most improved, the most practical, the most economical Letter Filing Cabinet on the market

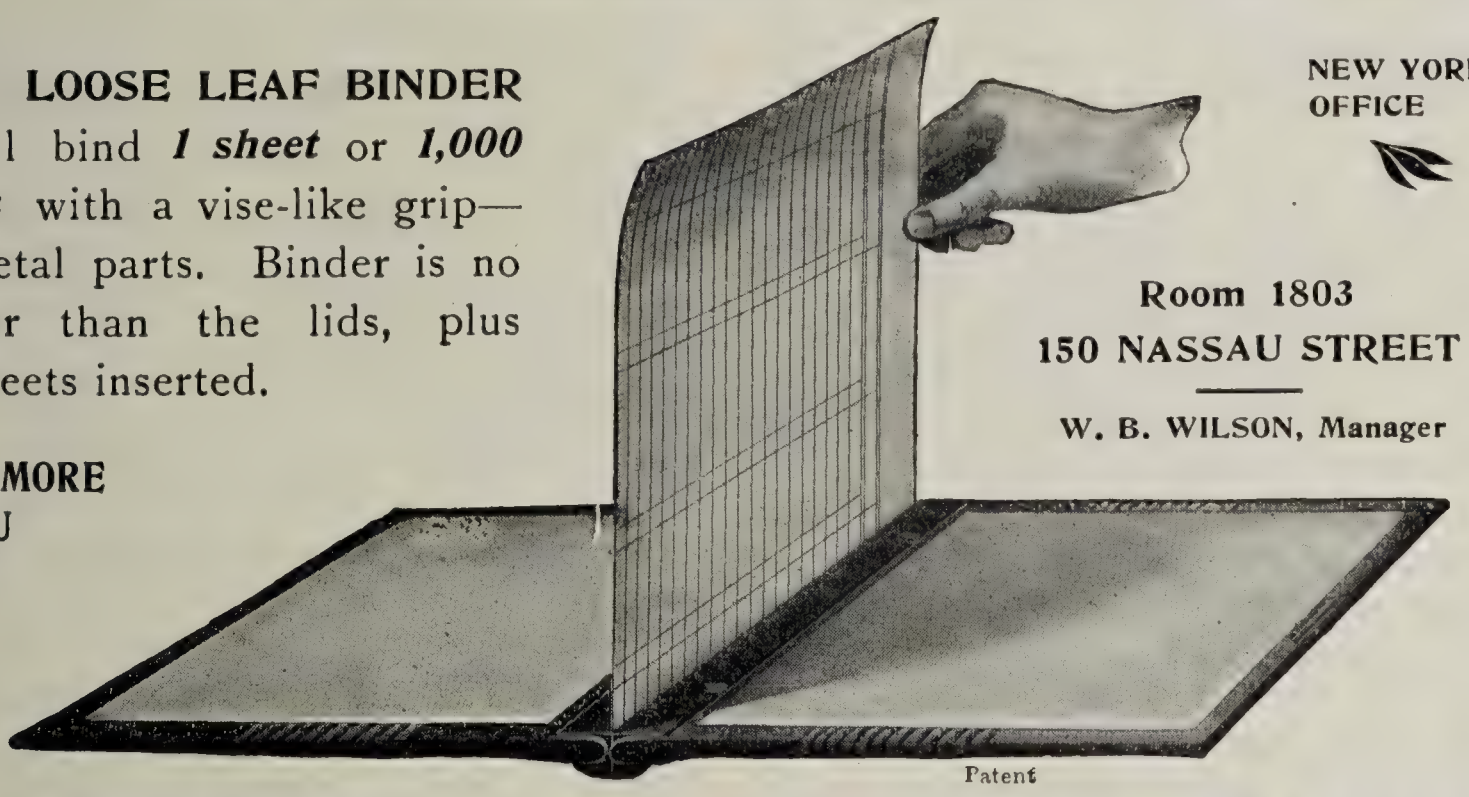
DIMENSIONS—15¾ in. wide, 52 in. high and 28 in. deep.
CAPACITY—20,000 letters.
CONSTRUCTION—Each drawer is provided with an anti-friction suspension slide, permitting the drawer to be withdrawn its entire length; it also has an automatic follower block which compresses contents of drawer tightly at the bottom, leaving the upper edge of the papers loose and easily referred to.
MATERIAL AND FINISH—The cabinet is made of selected quarter-sawed oak, finished in dark, golden oak color, hand rubbed and polished. Trimmings finished in oxidized copper.

Write for illustrated catalogue No. 47, of our complete line of filing cabinets

The C. J. LUNDSTROM MFG. CO., Little Falls, N. Y.
Mfrs. of Sectional Bookcases and Filing Cabinets.

THIS LOOSE LEAF BINDER will bind ***1 sheet*** or ***1,000 sheets*** with a vise-like grip—no metal parts. Binder is no thicker than the lids, plus the sheets inserted.

WHAT MORE DO YOU WANT ?



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THE "KALAMAZOO" LOOSE LEAF BINDER

WILL BE DISPLAYED AT BOOTHS 21 AND 22

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OCTOBER 27 TO NOVEMBER 3

Call and see it. Our new loose sheet holder is a wonder.

THE KALAMAZOO LOOSE LEAF BINDER CO., Address Dept. "A" KALAMAZOO, MICH.

Paper Box manufacturing.
Patent Medicine manufacturing.
Pearl Novelties manufacturing.
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Piano and Organ manufacturing.
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Soap manufacturing.
Surgical Instruments manufacturing.
Valves and Hydrants manufacturing.
Wall Paper (wholesale and retail).
Whips manufacturing.
Woolen Mills.

SPECIAL OCTOBER COMPETITION

The Manager Has Opinions of His Own.

I am at present employed by a manufacturing firm, engaged in the making of a large line of paper goods, printing, etc. When I came into their employ there was no system of cost whatsoever that was worth anything, and being interested in the subject, I evolved the following, after giving the subject some study.

Owing to the very large number of various articles made, and in consequence of special orders of all kinds and sizes constantly being made, it is impossible to do anything in the way of checking time slips and apportioning the pay roll to different jobs. It was therefore thought necessary to have a "blanket system" applicable to everything made. For this purpose, I installed a voucher system for thorough distribution of all purchases, etc. This gives, of course, a monthly report as to raw materials purchased, etc., and with that and the productive pay roll as a basis we have the nucleus of the system. Then taking all dead items, (consisting of items for power, repairs, office, etc.) we find that they are, say, 50 per cent of the productive pay roll. This percentage if added to every job made during that month would of course cover every dead expense.

The manager, however, has a rough system of his own, and always tests the results I get by the following method: He figures the percentage his dead expense bears to the sales, and if it is 25 per cent for instance, it would mean an addition of 33 1-3 per cent to the total cost of the article. I have always argued against this, for the reason that the monthly sales do not necessarily represent the monthly product. However, we found on inventory, two months ago, that our stock was very slightly different from what it was a year before, so that the product in that year equaled the goods sold. This, however, does not convert me to the manager's system, as if applied on some products that have a very small percentage of labor applied it would be manifestly impossible to add his 33 per cent, the selling price being too low to stand it. On the other hand, there are some articles, (although very few), that have such a high percentage of labor, that to add the 50 per cent mentioned above, would bring the cost too near the selling price. Of course, in the above example, either system will cover the expenses if figured on every job produced; but my query is, which is the best way to figure?

Another problem, based directly on the above system was brought up during inventory. I was of the opinion then (I am now a little in doubt), that the stock should be figured at the total cost, including percentages added as explained above. The manager, however, couldn't see it in that light, as the previous inventory (before I was employed there), had been taken on the absolute net cost basis, that is, raw material plus productive labor. If he figured as I thought right, it would put an inflated value on the goods, he claimed. I am beginning to think so a little myself, but not for the same reason. Figuring total cost by either his method or mine would necessarily include in the cost of the goods the dead items, and if their inventory value was figured on this basis, all our expenses for the year would be figured as an asset, being included in the cost of the goods. In this way the value of the stock, as it seems to me, would be inflated, for if a dividend were declared by reason of a large excess of assets over liabilities, caused by figuring at these total cost values, it would be practically paying interest on the expenses and not on actual assets. Can any reader enlighten me on this point?

S. SOLOMON.

For the best contribution received in answer to these questions we will award a prize of $10, and for the second best answer, a prize of $5.



1906-7 FALL and WINTER MODELS

Now on sale through

AGENCIES EVERYWHERE

with our broad Money-Back-if-Wanted

GUARANTEE

of better all-around hat satisfaction than comes with hats offered at nearly twice the $3 price.

MODERN METHODS OF MAKING and MARKETING

in largest quantities and varieties justify the $3 price and the broad guarantee.

MAIL ORDERS

In any city where we have no agency, we will, on receipt of $3, deliver by prepaid express any of the hats shown herewith. Send the order to our factories, Danbury, Conn., with your age, height and waist measure; giving the size of hat worn and naming the color and hat number wanted. The stiff hat shown in oval is No. 5425, the soft, No. 7554. The hats are made in black, in light, medium, and dark brown, and in pearl.

HAWES, VON GAL CO., Inc.

Factories: DANBURY, CONN.

Wholesale Offices

New York Chicago Boston

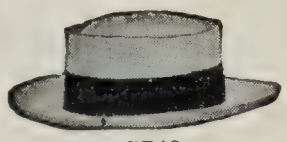
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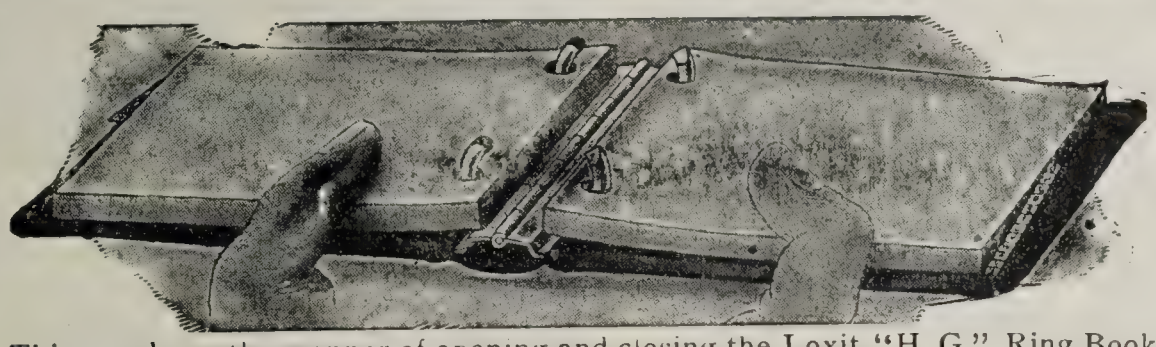

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See the Wide Opening of Rings.

The LOXIT Opens Wider than any other Ring Book.

The LOXIT has a Stronger Spring than any other Ring Book.



This cut shows the manner of opening and closing the Loxit "H. G." Ring Book.

The LOXIT Stays Closed Until you Open it.

Made in Any Length with 1 inch, 1¼ inch or 1½ inch diameter Rings.

STOCK SIZES AND PRICES OF THE "H. G." RING BOOKS.

Full bound in flexible covers, Black Seal Grain Leather.

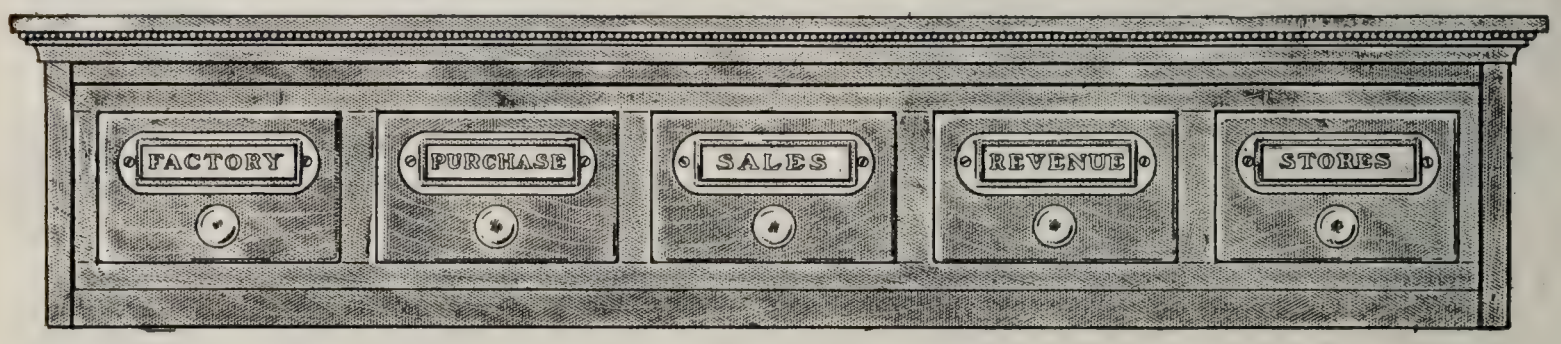
No.	Size of Sheet	Dia. of Ring Outside.	Center to Center.	No. of Rings	Price Cover Only	Sheets per 100	Indexes Per Set.
63	3¼ x 6	1 in.	1¾ in.	2	$1 25	.25	.30
64	3¾ x 7	1 "	2¼ "	2	1 45	.30	.30
65	5 x 7⅛	1 "	3 "	2	1 45	.35	.35
66	6 x 4½	1 "	4 "	2	1 60	.35	.35
67	7⅛ x 5	1 "	5⅝ "	3	1 75	.40	.40
68	8⅞ x 6	1 "	6⅞ "	3	2 10	.45	.45
69	10 x 8	1 "	7¾ "	3	2 25	.50	.50

Special Setting (of center to center) of rings to fit your sheet made to order. Send us a sheet and we will name you a price—discounts on quantity.

Write for Catalogue of our Full Line of Loose Leaf Ledgers, Transfers, Automatic Binders, etc., with prices.

THE LOXIT LOOSE LEAF COMPANY, 515-523 Main St., Cincinnati, Ohio

Tabloid Systems *for* Business Men



Typewritten Checks

By J. C. DEVILBISS

THE writer is a subscriber to THE BUSINESS MAN'S MAGAZINE, and a regular reader of all the valuable articles published monthly.

The answer I will give to your article on Typewritten Checks I trust will appeal and be of great value to the business men of the country that are not using protection on negotiable paper, viz: checks, notes. exchange, certificates of stock, etc. A check written with a typewriter is a dangerous document to leave the office unless properly protected. In many cases a check raiser would only have to erase one small word in order to raise a check from a small to a large amount, and as the typewritten word is easier to imitate than one written with a pen, therefore, I would suggest the pen, and in addition use the best protection obtainable.

Not many thorough business men would sign blank checks and handle them indescriminately, however, but that is precisely what it amounts to when there is nothing to prevent the fraudulent alteration of a document. When you mail a check without protection it is beyond your control, and you will not know whether it has been raised or not until you have your bank book balanced; of course then it is too late to get your money. You may or may not get the thief, if you do, he has the money invested and you will not be allowed to draw any interest on same, therefore you are the loser.

We read daily of check raising, yet hundreds of men continue to sign and send out indiscriminately, unprotected checks that a school boy might alter. At first thought it would seem that an ordinary punch would present problems extremely difficult of solution; on the contrary it does not. It is only too well known to the thousands of individuals and corporations that have been victimized by smooth gentlemen (the country is full of them), who ask nothing better than that the financial world will rest content with the cheap devices they grant. By using cheap devices the corporation official or the minor employe often figures as the criminal and the issuer of wholly unprotected checks as the loser.

The article states as follows: "It is safe to say that a proper protector will obviate all chance of check raising," but we know very well that only one out of a hundred of the writers of checks will use the protector at all (until they get caught), and only one out of a thousand will use one that is of any use. I advise the best regardless of cost.

Voucher Check.

BY TYSON HEILMAN.

We are subscribers to your valued magazine, and read it with so much interest that we are of a mind to write our system for a Voucher Check. We inclose several of them, as we use them in the several different enterprises with which we are connected.

We first used the voucher, with separate

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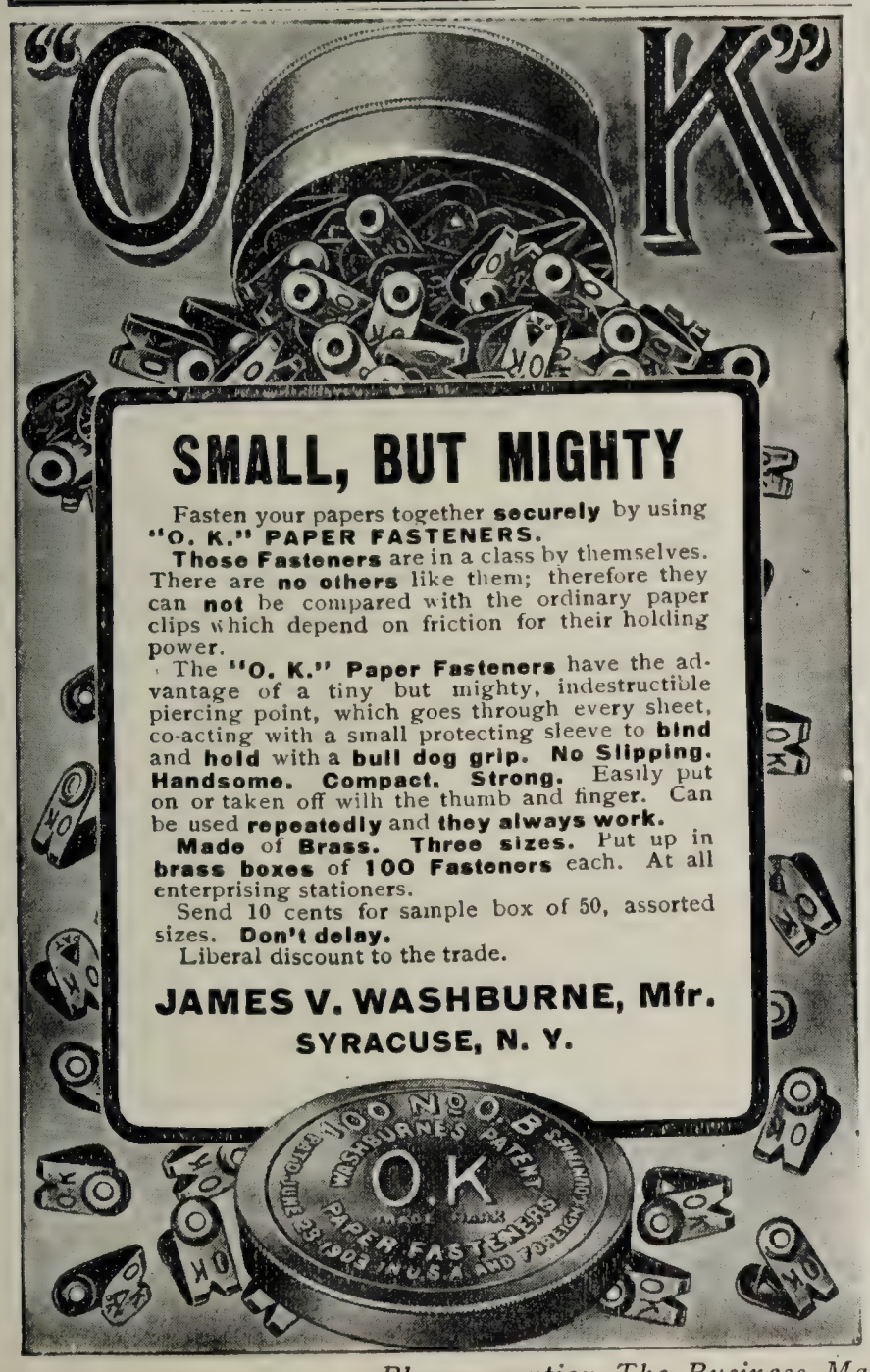
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Try one of these books, and you will certainly want to keep it. That's our only reason for making it so easy for you to get one. Just say, **on your business stationery,** that you are willing to examine it; tell us what record forms you wish, and we will ship the following Outfit, prepaid, to any express office in the United States:

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Standard Ledger Forms No. 117B
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Advertising Returns No. 135
Cost of Production No. 115
Catalogue Indexing No. 151
Cash Book Ruled Sheets Nos. 126-128
Duplicating Requisition Blanks
Dentists' Records No. 107
Employees' Records No. 143
Following Up Collections No. 145
Freight Claims No. 110
Horizontal Ruled Forms [Five Colors]
Household Expense Records No. 161
Installment Accounts No. 123
Insurance Office Records No. 199
Insurance Solicitors' Records No. 155
Journal Ruled Sheets Nos. 126-128
Lawyers' Collection Docket No. 137
Library Indexing No. 159
Lodge or Society Records No. 127
Mortgage and Loan Records No. 132.
Monthly Time Sheets No. 121
Orders Received Blanks No. 130
Plain Manila Sheets for Scrap Books
Price List Blanks No. 133
Publishers' Subscription List No. 217
Physicians' Records No. 140
Purchasing Agents' Forms No. 157
Prospective Customers' List No. 104
Quadrille Ruled Forms
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Quotations Received No. 111
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The Armstrong County Trust Company,

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_____

_____ Dollars.
100

SIGN HERE { Per _____

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THE UNION REAL ESTATE COMPANY
OF PENNSYLVANIA

No. D _____ $ _____

Date _____

At _____

Due _____

Paid _____ 19__

TOTAL

	ACCOUNT	AMOUNT
1		
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18		

CHARGES

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Due _____

Paid _____

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OF PENNSYLVANIA.

19

To _____ *Dr.*

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The labels on the books can be adapted to any plan you choose. You can exchange your entire library for a new one at any time at very slight expense. You virtually have a 2,000-book library to draw from.

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check; many of them we did not get back at all, as the recipients used the check and fired the voucher into the waste basket, or burned it. This broke up our file record.

Then we took to the ordinary two fold voucher check, but got the banks kicking, as they said that everybody used one made according to their own several ideas, and it was a trouble and took too much time to look over each one going through their hands, to see if it had been filled out and receipted or indorsed according to instructions on each. Then we evolved these:

In going through the bank they are really only a check, the receipt on the back being in lieu of indorsement. The bank is not interested in anything inside, as the signature of the treasurer to the check is all which they look to, and then by turning it over same as any check, they have the indorsements. When we get them back, we fold the check in and this gives us the number and distribution for our voucher files, as we are not interested in the check at all. Then we have so arranged the form that the signatures of the proper officers approving the payment, etc., come immediately on the back of the check itself, as a protection to the treasurer for paying the bill. Even if the check be torn from the body of the voucher, it will still have this approval. (Of course the bank will not pay any voucher, unless complete.) We had one instance in which the treasurer of a corporation had to refund for the time, some thousands disbursed by the loose voucher and check system, after leaving the position; the president of the corporation was dishonest, and abstracted the approved vouchers from the files, leaving only the paid check, with no explanation on it other than the corresponding voucher number. Then when case came up for trial, swore that these payments had been made by the treasurer on his own responsibility and without the approval of the proper officers. This can't happen with this voucher check as we use it. Then we find that it makes a nice reference, as we itemize the account or bills in the body of the voucher. The strong points we like, however, are the approval of the treasurer's action or payment, and the check appearance to the bank, and a receipt instead of a simple indorsement on an ordinary check.

An Up-to-date Voucher Record

By M. T. KOELSCH

HEREWITH submit to the readers of THE BUSINESS MAN'S MAGAZINE illustration of Voucher Record, devised by me for the business with which I am connected.

I would prefer using a voucher check in connection with this voucher record for the reason that one has ample space to list several invoices on them and make a detailed statement of the items deducted. It saves time and space as only the total sum of these invoices is entered on the voucher record, requiring only one entry and only one line. The only objection I could see in the use of voucher checks would be that it meant a little more work for such book-keepers who have to do their own filing. These voucher checks would come in at a time when almost all book-keepers are busy and cannot find any time to attach the invoices to same and file them away permanently.

Invoices that are not subject to a cash discount should be settled for monthly; invoices that are, weekly. In this way the entries on the voucher record would be reduced considerably.

Column indicated by A and B is intended for the total of every voucher issued, the total of which being credited to the Sundry Creditor's account in the ledger. It must agree with the sum total of all columns indicated by B-C which form the accounts debited in the general ledger. D-E are the accounts for purchases which, with the exception of column indicated by F-G will have to be considered in the manufacturing account.

As column F-G is meant only for such purchases made from other factories to be shipped direct to our customer it is evident



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VOUCHER

							A	B				
							Credits	D				
								F	G			
Date Entered		Name of Creditors	City	State	When Paid	Check or Voucher No.	✓	Sundry Cr. a/c or Vouchers	Fig. Goods bot. & Shipt direct	Glass & Mirrors	Lumber & Veneer	
		Amt's. forwarded										
		Amt's. posted to L.F.										

REGISTER

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Debits															J					
								E												
Purchases					Manufacturing						H			I				K		
Hardware		Oils, Paints Glues & Varnishes		Marble	Moldings Carvings Dowels		Fells & Linings		Flint & Garnet		Supplies	General Expense		Miscellaneous a/c					Unpaid Vouchers	Contra Charges deducted
														L.F.	Discript.	✓				

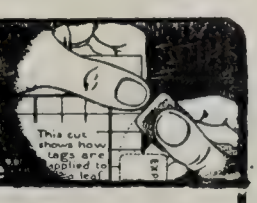
that this column, or the goods entered in this column, have nothing to do with the manufacturing account. By the means of this column we are also enabled to tell how much business of this kind we do and how much profit we make on the goods so bought as we sell them at a certain per cent profit.

Columns indicated by E-J are intended for expense, maintenance, and improvements. Column H-I should be used for such account to which the most charges have to be made, while columns I-K are for such account to which we make one or two charges a month only. The items are debited in this column separately to their account in the general ledger, and the ledger page is put in the folio column provided for on the voucher record. The sum of this column, of course, is not debited to any account.

The "Unpaid Voucher" column and the column for "Contra Charges Deducted" are more of an explanatory function and assist in proving one's work. It happens often that we have to settle with parties against whom we have an account on our customers' ledger. To balance this account we deduct our charge from the amount we entered on the voucher record column A-B, and entering the amount so deducted in the column for "contra charges deducted," debiting the party in the voucher paid column in the cash book for the sum of the voucher check, plus discount or freight, as the case may be. At the end of the month we make a journal entry, debiting Sundry Creditor's account for the total of the amount in the "Contra Charges Deduct" column, and crediting the parties on whose voucher we made the deductions. If the debit of this journal entry and the total of the amount in the voucher paid column in the cash book is posted to the debit in the Sundry Creditor's account in the ledger the debit side must agree with the credit side providing all the vouchers entered on the voucher record during the month have been paid; if not, the balance of the Sundry Creditor's account must agree with the sum of the unpaid voucher listed in that column, thus proving one's work so far as the bill entered on the voucher record is concerned.

Smith's Adjustable Index Tags

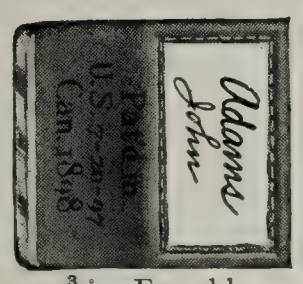
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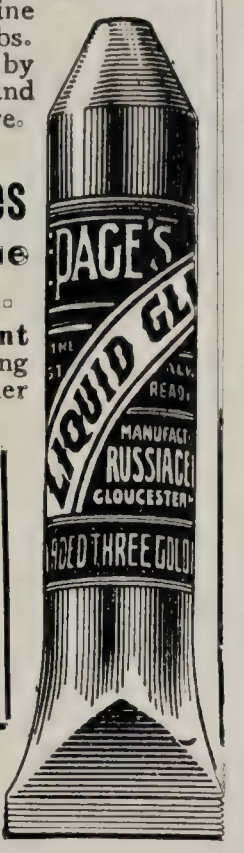


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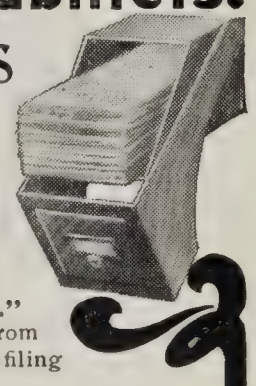
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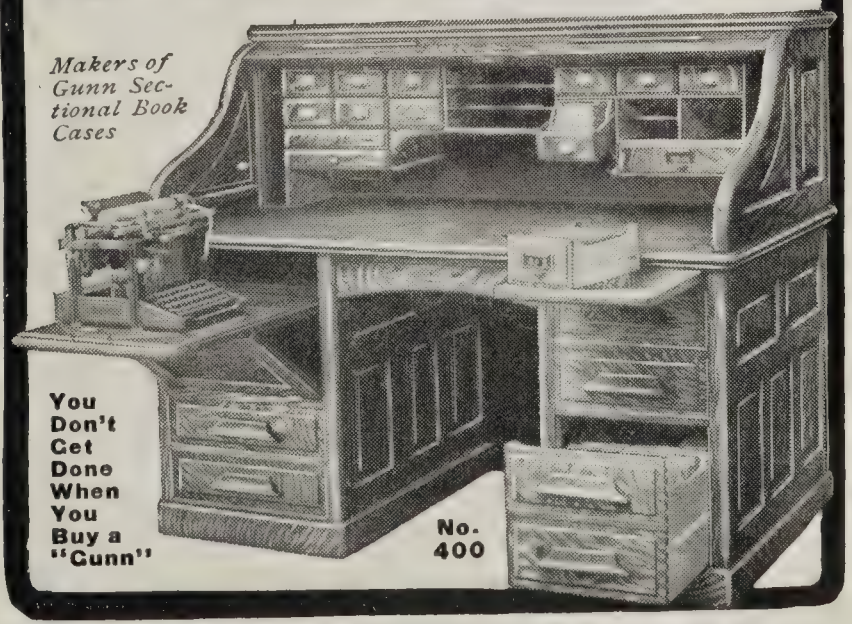
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A HEAVY ELECTRIC TRUCK FOR RETAIL FURNITURE DELIVERY.

Experiences That Show Economy in Motor Traffic

By E. RALPH ESTEP

THE very difficulty in obtaining figures of comparative costs of business service of motor cars explains the difference in the experience of users of such vehicles. Few users as yet have learned how to determine costs of motor transportation because few users of horses have accurately determined costs of horse service. It is a new department in business computation. Apparent, furthermore, is the fact that intelligent compilation of costs almost invariably accompanies profitable showing, for the user who makes accurate estimates of his expenses must be a close student of his service. The close student of motor traffic is the man who makes it pay. The user who does not study the service is the one who loses.

Take then an example here and there of intelligent usage and intelligent calculation of costs and one finds that commercial motor cars have been made to pay well. If they can be made to pay at all they can be made to pay always, with proper adaptation and handling.

One example—if it be a practical one—serves as good as a hundred. The whole point is that wherever the motor car has been intelligently installed, with due regard to the fitness of car and service in relation with each other, it has proven a profitable investment. Instances of loss record only mistakes rationally to be expected in a new organization of any work.

W. A. Purer, superintendent of delivery of the Chicago Public Library, objected strenuously to the first suggestion to use motors instead of horses in the distribution and collection of books among the numerous sub-libraries. He was frankly prejudiced. Now he says his experience has so converted him to motor progress that he would accept air-ship book delivery without fear.

The library has put into actual use three



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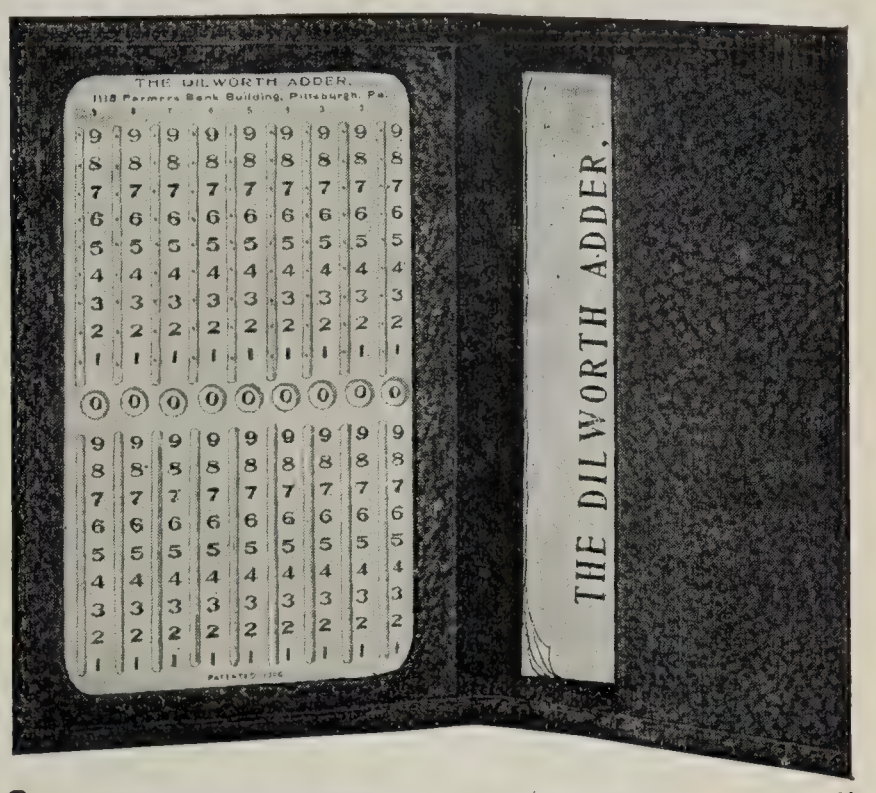


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A positive relief for **Sunburn, Chafing,** and all afflictions of the skin. Removes all odor of perspiration. **Get Mennen's**—the original. Sold everywhere or mailed for **25** cents. *Sample free.*

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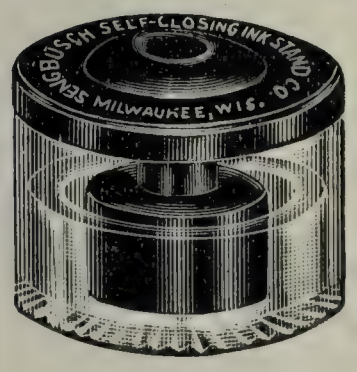
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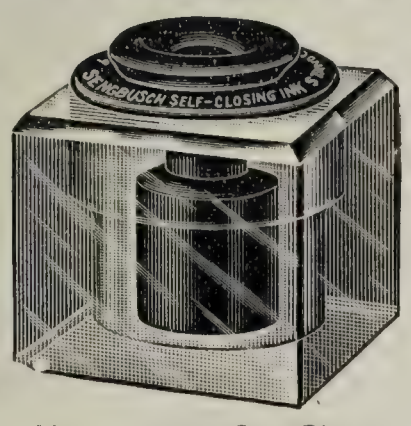
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Every man having occasion to sign his name **needs** this inkstand. **No office is thoroughly equipped** unless using them. The name states its chief advantage over all others. It's **self-closing.** That means dust-proof and non-evaporating. The "dip" is always uniform, making it **impossible for pen-holder to become inky.** Ink never spurts and **Inkstand is never out of order.** Filled very easily.

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affords absolute protection against loss of your records by fire. Illustrated book "Steelsects" describing this handsome line of furniture free on request. Special steel office equipment built to order—write for estimate.

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New York **Boston** **Philadelphia** **St. Louis**

gasoline delivery wagons which do the work formerly done by five wagons and 12 horses—and do it cheaper. Close account of all expenditure shows a saving of $185 a month, or $2,220 a year on this service.

Mr. Purer credits this profit alongside losses of other neighboring users, to intelligent usage—not to any superior or exceptional condition. The first six months of the service was more expensive than the next period, because of inexperience. As one example of the effect of method upon cost, gasoline and lubricating oil cost $36.50 a month the first six months, but only $23 a month afterward, when such supplies were purchased in large quantities and properly stored.

While in entirely different work from that of ordinary trade the gasoline omnibuses used in London furnish an intelligent basis of calculation of commercial motor car economy, for they are essentially in existence to make money and represent the greatest unit effort in the world toward the abolition of the horse by active competition in hard, trying metropolitan conditions.

In three months one of the double-deck gasoline busses of the London Road Car Company covered 8,761 miles in 84 days of actual running, or an average of 104 miles a day. The total expense of operation, including fuel, storage, cleaning and general care, wages and repairs, was $457.65 for this period, or 5.2 cents per mile.

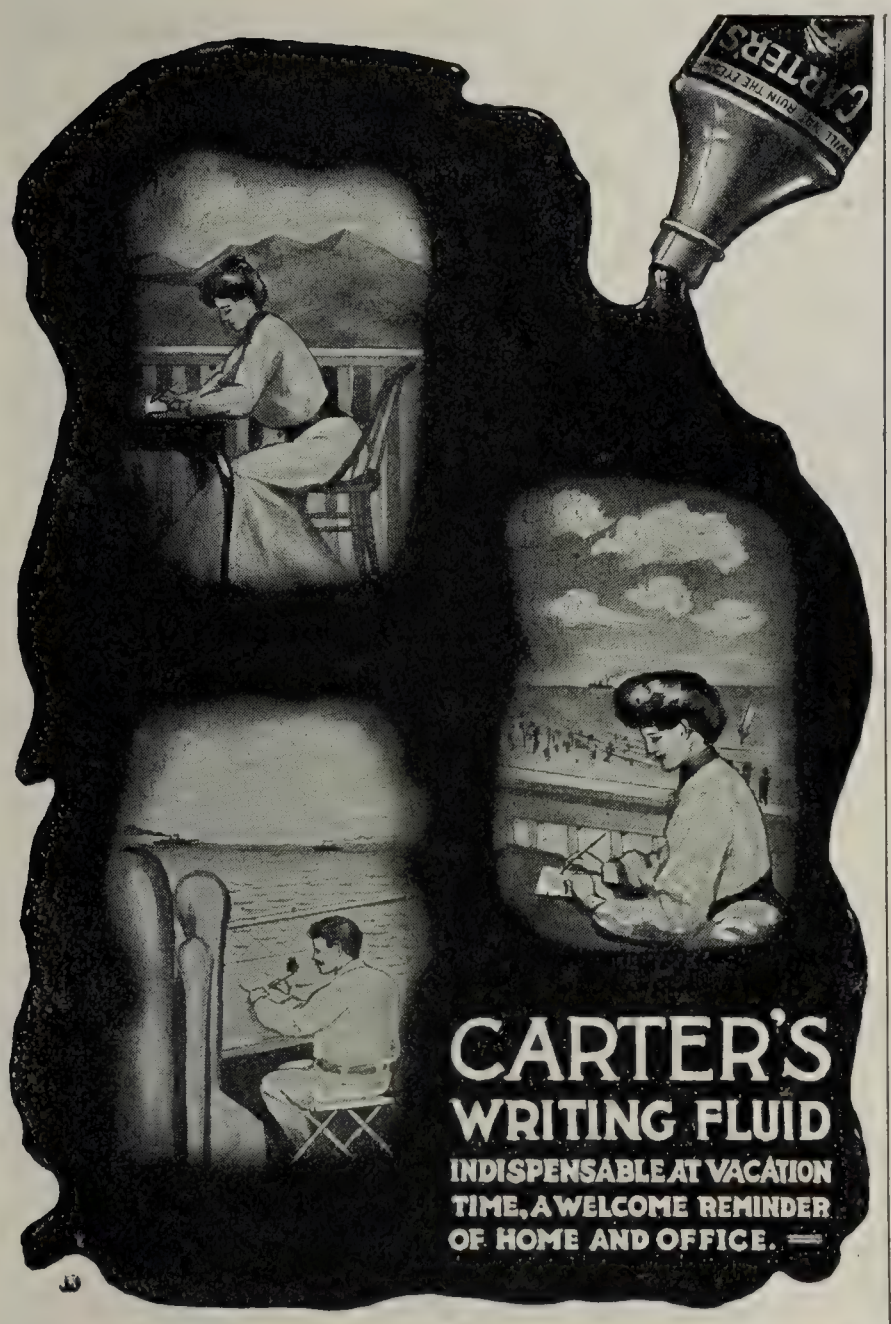
From another London omnibus company it is learned that during a period of 73 days a 34-passenger, 24-horse power gasoline bus covered 9,416 miles, or 128.9 miles a day. The total receipts were $2,557, $35 a day or 27 cents a mile. The total cost of operation and maintenance was estimated at 20 cents a mile, showing a clear profit of seven cents a mile, or $9 a day.

The traffic superintendent of Acker, Merrill & Condit, New York grocers, says that a three-ton electric truck during six months showed a great saving over equal horse service and at the same time accomplished more, especially in hauling heavy loads in hot weather.

Piano houses in Chicago, New York, Boston and a score of other cities now use gasoline cars in piano delivery and invariably declare them to afford cheaper service. A New York company originally purchased a gasoline machine in order to facilitate suburban delivery, making a specialty of quick delivery to any point within a 100-mile radius. It now makes in four hours deliveries which, with horse-drawn trucks, re-



A LIGHT GASOLINE CAR FOR DELIVERING BUTTER IN HUTCHINSON, MINN., FITTED WITH REFRIGERATOR AND ELECTRIC LIGHT.





We never sell tobacco through dealers, but always direct to the smoker in perfect condition.

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BOOKLET FREE

The finest pipe tobacco procurable, hand-made from the very cream of Piedmont North Carolina Golden Leaf. Mellowed by age and scientifically blended. Never bites the tongue, but is always rich, smooth and fragrant —**"The Aristocrat of Smoking Tobacco."**

Write for sample and booklet to-day. Remember that you cannot obtain this tobacco of dealers.

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Your Manner and Appearance

These often count for more in the business world than what you do or say. When you approach a discerning man through correspondence, you can afford to use only the highest class of stationery, as this stands for your appearance as much as the words in your letter do for what you say.

Halliday Embossed Letter Heads will give your correspondence a bearing, and dignity that can be obtained in no other way.

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Let us send you the entire set, express prepaid, for five days free examination. Pay us $2 down and $2 a month for five months if you keep the books. Cash price, $10.80. We send for them at our expense if not satisfactory.

The only reason we make such a liberal offer is to interest the public in the extraordinary advantages offered by the regular courses of the American School. A 200-page handbook sent free on request.

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For Routing and Recording the movements of traveling salesmen, showing how thoroughly and systematically territory is covered and if to best advantage. Keeping track of business interests, geographically locating customers, agents, prospective, contracts, advertising, etc., etc.

Made in sections to cover any number of states.

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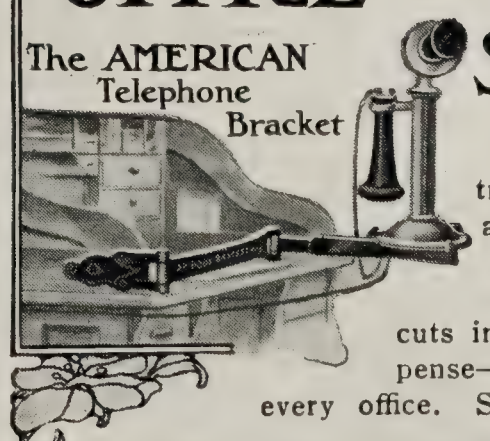
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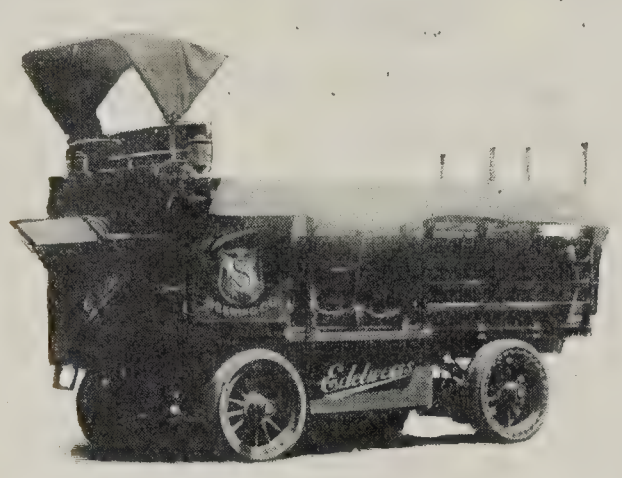
THE AMERICAN BOOK BRACKET CO.

128 N. 4th Street PHILADELPHIA

quired a day and a half. The difference in time, number of men employed, operating cost, etc., gives a grand total of saving so great that the present service costs just one-fourth as much as the old.

A St. Paul confectioner says that four gasoline cars which have been substituted for horses have proven to be not only cheaper on equal service but, also, at a less cost, to furnish quick service impossible before and a greater work capacity.

The manager of another northwestern concern, the Pillsbury-Washburn company,



ELECTRIC BEER TRUCK.

says: "We have used two electric trucks in local delivery so efficiently that at less cost we can do twice the work of horse-drawn trucks. Both trucks are operated the year through, and a large part of the time they are over-loaded. They have never been so seriously out of condition as to render the cost figures unprofitable ones."

These are examples of a kind which the writer can give in scores and hundreds. They repeat always one story: Properly used commercial vehicles are economical in business.

Such examples might be given in ton-mile costs, but would mean little. Few merchants know the ton-mile cost of their horse traffic. Any merchant may know readily, however, if, after having used motor cars in place of horses a year, he has saved two or five or twenty thousand dollars. And this is the whole story. Each illustration of such saving—expressed though it be in the rough totals instead of in the more impressive, but often more deceptive tabular figures—shows that motor traffic is a profit-making system; that if it is tried and found to be a losing venture, there is something wrong beside the system. It is then up to the user to find the trouble and adjust it. Perhaps it is in himself, in the method of operation, in the care of the machines, or in the cars. It is always more likely to be in some misfit condition than in the car itself.

The mechanical features of the car count for little. But car and service must be in harmony—either the vehicle must be made to fit the service or the service made to fit the vehicle.

There is no logic or business sense in junking a business car off-hand at the first suggestion of loss. If the user cannot find out for himself where lies the feature that makes for loss, he—instead of joining the ranks of prejudiced and disappointed ones—should go to the ranks of those who furnish the examples of profit and learn from them why they wrought successfully where others failed.

The fault may be in the car inherently, even though it suit the class of work. This is a rare experience but if it occurs, the unfortunate user must simply accept the situation as one of the unavoidable instances of error in an undeveloped business. Commercial cars are not perfect. They never will be. He who waits for a perfect car will wait in vain. But still, today, cars are mechanically practical enough to warrant adoption without fear. There is



GASOLINE CAR FOR LIGHT DELIVERY WORK.

less chance of getting the wrong make or mechanical type of car than of getting the wrong business pattern. It matters not so much whether a car be electric or gasoline. It matters much whether it be of the right weight, size, form and detail of design in so far as it affects the kind of goods hauled, the street over which they are hauled and the conditions of traffic.

Selection, adaptation, care—these are the points that make or lose money.



A Complete Twinlock Ledger Outfit

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FOR **$19.00** CONSISTING OF

1 Current Ledger Binder.
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500 Ledger Leaves (choice of 9 forms of ruling). Size 8½ x 11 or 8½ x 14.
1 Index for Current Binder.
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Send for our Catalogue No. 5 showing a complete line of Loose Leaf Devices and systems for all purposes.

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COMMERCIAL LAW

CONDENSED AND TABULATED BY
ADOLPH M. SCHWARZ



A HANDBOOK FOR THOSE INTERESTED IN CREDITS AND COLLECTIONS

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THE REASONS for MY SUCCESS and CAUSES producing RESULTS are:

1. PERSONAL ATTENTION, CLOSE APPLICATION AND UNTIRING ENERGY.

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No Collection—No Charge

My method is short, terse—**I get the money.** Give me a trial and watch **results.** No initial fee. No expense incurred, no action taken, without consent. Ordinary collections **10%**; Minimum fee **$3.00.**

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10% Dividend Guaranteed on $10.00 Shares

OF THE MODEL POULTRY COMPANY

CHAS. A. CYPHERS, President

There now exists, and probably will always exist a demand for **really fresh eggs and prime roasting and broiling chickens,** far in excess of the supply. Of the five hundred millions of dollars worth of poultry and eggs annually produced in the United States, one-fifth of this great volume is produced within easy shipping distance of our large Eastern cities. To fill the gap between the volume raised and the volume used large quantities are shipped in from distant states. A large proportion of the "near by" eggs do not reach the market while in a strictly fresh condition, and none of those from a distance do so. Much of the poultry sent to market is raised by farmers who know little about producing prime poultry meat. For these reasons the deliciously fresh egg, the juicy broiler and the plump, full-meated and tender roasting chicken command a premium price.

The Model Poultry Company, of which I am president, was organized to raise market poultry and eggs of the **premium quality.** The Model Farm will be operated as a business proposition for profit.

To make money invested in poultry raising pay from 10% to 20% is simply a matter of getting a poultry farm large enough to secure maximum economy in operation and of having its management in competent hands. The plan of the Model Poultry Company enables you to make the poultry business pay you profits without your knowing anything about the business, without your devoting any of your time to it, and with a capital of from $10.00 up. Our plan to make poultry pay you does not necessitate your coming individually into the poultry business; it is simply a plan for investment in a stock company—The Model Poultry Company.

If at all informed regarding the poultry industry you are familiar with my name and work. As a designer and inventor of the most successful incubating and brooding apparatus I have necessarily been in the foremost rank of investigators in artificial poultry rearing. Thousands of breeders who are making money with poultry owe their success to my investigations and teachings. The same successful business methods and that knowledge of artificial poultry raising that have enabled me to build up the largest business in the world in the manufacture of incubating and brooding apparatus will be employed in carrying to a highly profitable and successful issue the business of the Model Poultry Company.

For several years I have been shaping my other business affairs so that I could give a great part of my time to the rearing of poultry on a large scale, to the building up of a large market poultry business. With this end in view the Model Poultry Company was organized late this spring, and a farm site most desirable in every particular was found twelve miles from the Buffalo city line, in which latter city my other business interests are centered. Here, at East Aurora, N. Y., the home of the Village Farms of the late C. J. Hamlin, I purchased 260 acres



A VIEW OF THE MODERN POULTRY FARM.

and the Model Farm came into existence. By buying three adjoining farms I was able to control the water supply and secure just the lay of land I wanted, a long gentle slope, bisected by slight ravines which afford perfect natural drainage, assuring continued sweet dry soil. With the added advantage of a good growing climate we have an ideal location for a large and successful poultry farm.

No matter how promising the future of a business may be, the first year or two are generally looked upon as a constructive rather than a profit-making period. In the case of the Model Farm I have the business so well in hand that I will personally guarantee an annual dividend of 10% for the first two years. I confidently expect the business to earn more than this the first year, and more than 20% the second. Look at the remarkable progress already made. Title to the first farm was not secured until the middle of April. Local carpenters were busy on contracts so that the only building we could get up quickly was a small brooding house holding 3,000 chicks. By operating the incubators in the house cellar and supplementing the nursery brooder with portable equipment consisting of 65 colony brooders and 125 small colony houses, we had on September 1st, after a period covering only four and one-half months, over fourteen thousand growing chicks and over two thousand ducklings, and had already marketed fifteen hundred ducklings and twice as many broilers. From the chicks that were earliest hatched we will select some six thousand pullets for next season's layers. The receipts from the broilers and ducklings now going to market are already meeting the expense of the poultry work, and as we shall soon be marketing large quantities of roasting chickens and a considerable quantity of eggs, we shall within sixty days be making a handsome profit. We have now increased our winter brooding capacity to 25,000 chicks and shall erect growing houses of equal capacity. Laying houses for 2,000 head are now completed, the foundations for the remainder are already in, and the frame work under way.

For the full second year I plan to raise over one hundred thousand broiling and roasting chickens and to carry from twenty to twenty-five thousand layers for market eggs. For the first full year's laying period of a hen's life an average profit of $1.25 per head can be made. Twenty thousand head will stand to net a profit of $25,000.00. A hundred thousand broilers and roasters will net as much more.

The Model Poultry Company is incorporated under the laws of the State of New York, is capitalized at $100,000.00—10,000 shares of a par value of $10.00 each, fully paid and non-assessable. I personally subscribed and paid for $25,000.00 worth of stock. A portion has been set aside and is being sold in small subscriptions to poultrymen who wish to ship their product to our selling agencies, and to profit by the educational value of the bulletins which will be issued for the benefit of all stockholders who keep or who contemplate keeping poultry for pleasure or profit. We shall establish our own selling agencies, eliminating the middle man and securing the top price for the company and for the subscribers.

To properly finance the company and enable it to do a large and profitable business, a portion of its capital stock is offered to investors.

Unlike the usual stock proposition without any groundwork in fact, the stock in the Model Poultry Company is being sold only at par, because every share of stock issued has been paid for and is worth one hundred cents on the dollar.

This is not a wild cat mining proposition with ninety-nine chances of failure to one of success, not a "get-rich-quick" scheme inviting you to put your money in an enterprise which exists only on paper and promising imaginary profits. The Model Poultry Company has substance. The



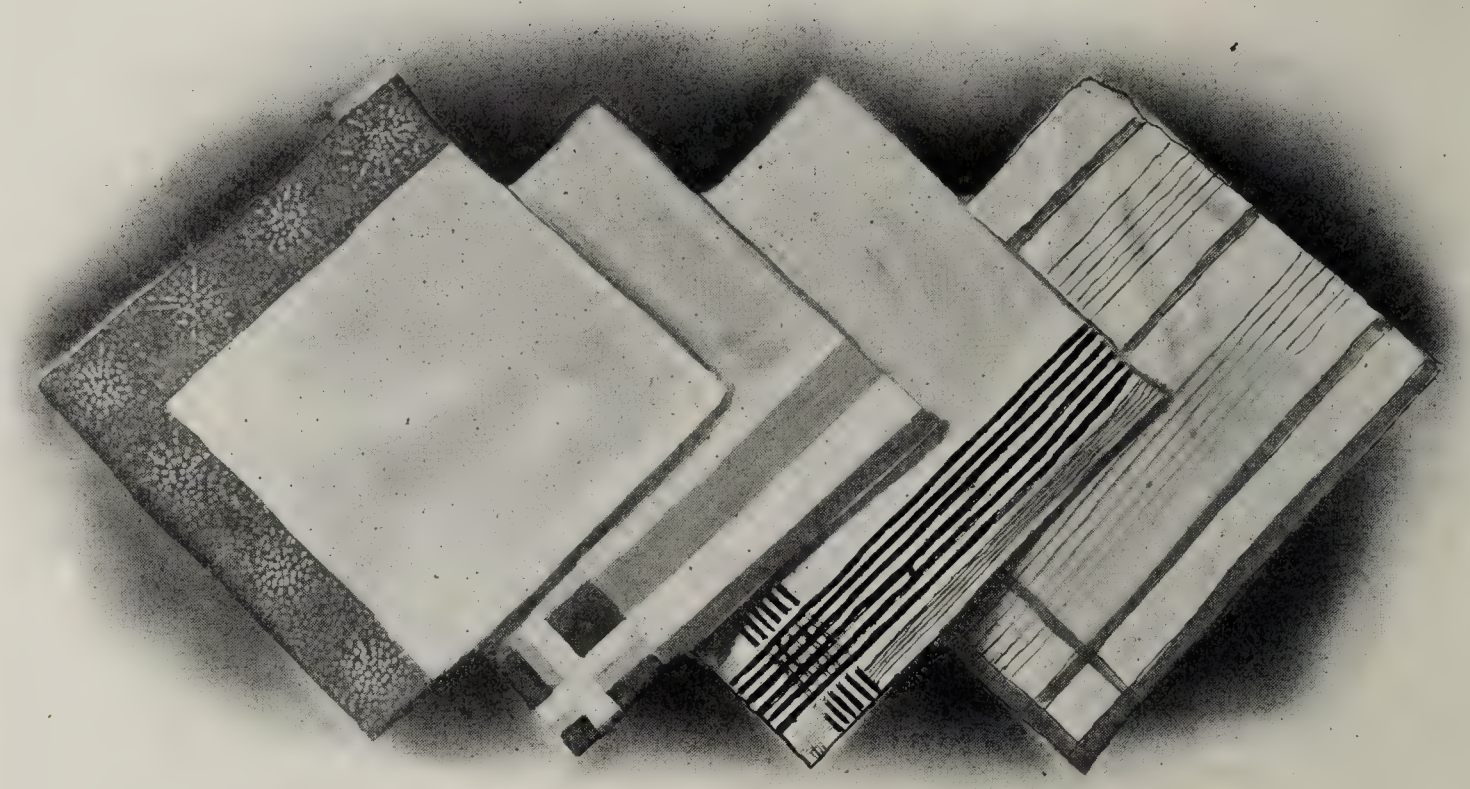
Very truly yours
Chas A. Cyphers

Author "Incubation and Its Natural Laws,"
"Poultry Feeding for Profit,"
"Eggs, Broilers and Roasters."

Model Farm is a real farm, already in successful operation, and the progress made in less than five months shows that the company will make money for its subscribers. Here is an opportunity to secure a safe, conservative and highly profitable investment, just as safe as the usual bond or mortgage that pays but four or five per cent. I will personally guarantee a 10% annual dividend for two years covering what is usually the constructive period of a new business when investors do not expect dividends to be earned. I will do this because I **know the business,** and the **profits are already in sight.** The business interests of all stockholders and the business interests of myself must be identical.

Write for an illustrated prospectus showing views of the farm, poultry buildings, poultry, etc. This will be mailed you post paid.

CHAS A. CYPHERS, President,
MODEL POULTRY COMPANY, Inc.,
31 Henry St., Buffalo, N. Y.



The Business Man and His Dress

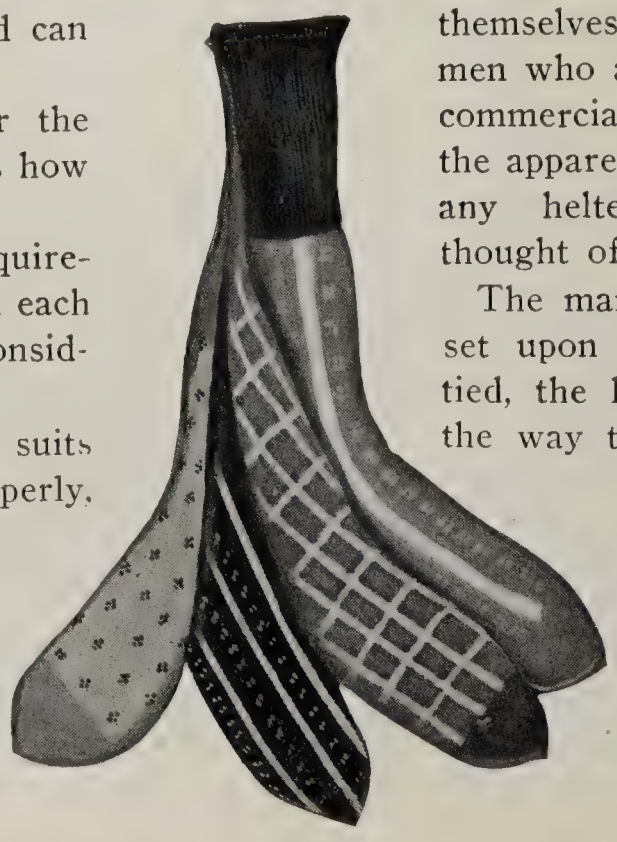
By GEO. L. LOUIS

FOR the man who wants to be well dressed, the burden of responsibility does not end with the buying of the proper wearing apparel. There are two other factors and very vital ones, too, that must be considered and acted upon before this desired end can be obtained.

The one is how to wear the clothes you buy; the other is how to take care of them.

In a way these two requirements are so dependent upon each other that they cannot be considered separately.

Unless one's hats, cravats, suits and shoes are cared for properly, no matter how they are worn, they will not be effective.



There are many men who have the unhappy knack of wearing the right thing the wrong way. They are usually extremists who appear either too primp and stiff or too slovenly.

I do not believe that the most men of these two extremes dress so intentionally. They are usually men who are too conscious about their attire and keep themselves immaculate to a fault or men who are so engrossed in their commercial undertaking that after the apparel is bought, place it on in any helter-skelter way without thought of how they look.

The manner in which the hat is set upon the head, the cravat is tied, the handkerchief is posed or the way the coat is buttoned, are some of the features that determine to what degree one will appear well dressed.

If you study the question carefully, you will find that the well-dressed man



"A GOOD COLLAR"

"A Boon and a Blessing."

from letter received from a customer of London Town Collars, from far off Australia.

LONDON TOWN

BRAND

LINEN COLLARS

In a test of years they have proven their superiority. Made of Linen—four ply—and with that style and care which is put into the highest grade twenty-five cents linen collars. They are actually the twenty-five cents quality in style, fit and wear, at 2 for a ¼ in Quarter sizes.

LONDON TOWN BRAND LINEN COLLARS launder well because they are collar-shrunk (not piece-shrunk) by the LONDON TOWN PROCESS.



¶ This is our famous Temple Bar Collar, a collar of Excellence and Style.

If your dealer cannot supply you, send twenty-five cents for two London Town Linen Collars.

Morrison Shirt and Collar Co.

DEPT. B, GLENS FALLS, N. Y.

Send for book "How We Be-linen You." It's FREE.



The Modern Laundry

Clean water and a dry cloth, and presto—the collar's clean.

"LITHOLIN" Waterproofed Linen Collars and Cuffs look exactly like ordinary linen and wear better.

Wrinkles and frayed edges impossible.

In all the up-to-date styles.

At collar shops or of us.
Collars 25c. Cuffs 50c.

THE FIBERLOID COMPANY.
14 Waverly Place, New York.

HICKEY & FREEMAN CO.

Style Book

FREE TO YOU

If you are at all interested in CORRECT DRESS FOR MEN you should have this STYLE BOOK with plates showing the Fall and Winter Styles in SUITS, OVERCOATS and EVENING DRESS.

Hickey & Freeman Clothing is



The Best Worn—Worn by the Best

and sold everywhere where the best is sold.

In Style, Fit, Quality of Material and in Tailoring it is THE BEST.

Be sure and send for a copy of our Style Book. Ask your dealer for Hickey & Freeman Co. Clothing. If he cannot supply you we will give you the name of a dealer who can.

Hickey & Freeman Co., Rochester, N. Y.

wears his garments and accessories in an easy, graceful, rather negligee effect that is restful and pleasing to the eye.

His hat, you will note, is not tipped over one ear on the side of his head, nor is it set squarely on top. His neckwear does not follow precise, rigid lines nor is it tied in



an awkward, bungling fashion. His handkerchief is not so placed in his pocket as if it were painted there and not to be disturbed nor is it shoved in and left to hang over the pocket in a bulging, careless way. His jacket is not buttoned to the top nor is it left entirely open to sway and sag at will.

The man who wears his clothes properly, strikes a pleasing medium between these extremes that gives just the right touch to his personality.

I cannot give a tangible description of this happy medium nor can I suggest any direct method by which it can be accomplished.

It's more a matter of instinct than anything else; yet I believe it's an instinct that can be cultivated by a little close study of this question and conscientious practice.

Probably the accompanying illustrations will show more clearly by what apparently trivial means one may appear too formal and ceremonious, too careless or just right—in other words, well dressed.

If one's attire is too precise and formal, it gives an over-dressed appearance; there is too much of that "on parade" atmosphere to be acceptable and pleasing to the eye.

Autumn and winter attire being more subdued in its coloring and somewhat modified in its grace, tends to make one appear more unpliant as it were, at its best, and if added to this, the lines described by one's apparel are straight and lack grace, the result is anything but desirable.

Of course there are men whose positions demand a certain dignity and impressiveness such as ministers, professional men, etc., and consequently they must dress in a rather formal, stiff style. But generally speaking, the effect to be desired is that of ease and grace; and to get this effect, the "happy medium" is the only means.

Like everything else, the life and appearance of the different articles of one's wear-



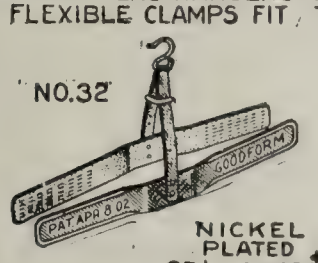
ing apparel depends upon how we use and care for them.

The man who heedlessly jerks his clothes off and on, throws them carelessly over a chair and does not brush and fold them, need not expect to have one-tenth the ser-

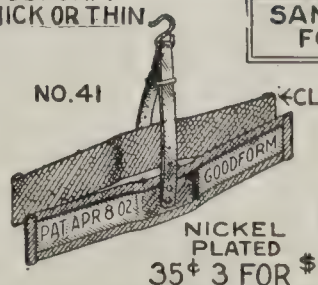


TROUSERS HANGERS GOODFORM
FLEXIBLE CLAMPS FIT THICK OR THIN

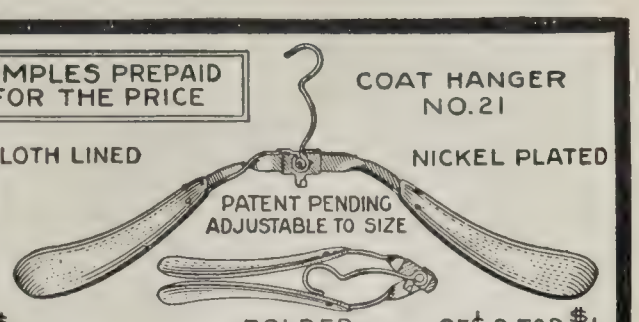
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NICKEL PLATED
25¢ 4 FOR $1



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Use this Goodform Closet Set, 30 Days FREE

Then return it if you want to—that's all. The charge will be canceled—or if you have paid for it, money will be promptly refunded. You know the Goodform Set, you've seen our advertisements for years. The cost of the pressing it saves will pay for it, and your clothes don't get "shiny" from the iron. You can get twice as many clothes in your closet and every garment is instantly get-at-able. But prove all this at our risk. Merchants everywhere are authorized to give you 30 days free trial. Write for names of stores or if you order from us direct give name of your clothier or furnisher. Write for booklet on care of clothes, anyway.

Ladies' Goodform Set

6 Coat Hangers No. 21 — 1 Door Loop
6 Skirt Hangers No. 20 — 1 Shoe Rail
1 Shelf Bar — **$3 Delivered**

Men's Goodform Set

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6 Trousers Hangers No. 41 — 1 Shoe Rail
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A MAN

WHO KNOWS ITS COMFORT AND BENEFITS, wears the **ADONIS** every day. Not a "suspensory," does not suspend, but supplies natural, elastic **support,** relieves the tension on Vital nerve center—saves the jar. No opening to pinch and bind—fits so perfectly you **do not feel** it! Send for one; wear it and if it improves your mental, physical and genital vigor; makes you stronger—and it will—you will count yourself fortunate.

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(Patd. Feb. and Dec., 1901)
SUPPORTER

A product of science, skill and art. Worn by **well** men for comfort, health and refined appearance.

NOTE—The Adonis with simple instructions included, is all that any man needs for Varicocele and a positive preventive.

Supports of Anticeptic Absorbant Linen or Silk (special weave, smooth flexible and gauzy) silk or lisle elastic bands; polished nickel adjusting clips and band-hook, remove to wash—no buckles—weight 1 oz. By return mail securely, prices $1.50 and $1.00, for large, medium or small. Give waist measure.

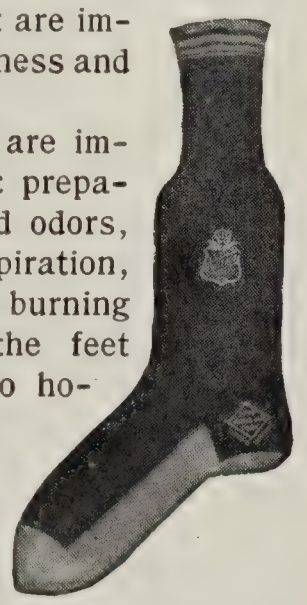
Not sold in stores, nor is anything else even intended for purposes the Adonis serves, with delicacy and precision. 16-page illustrated booklet for stamp, but you want the ADONIS. Address,

LANTZ-ADONIS CO., 1933 Broadway, NEW YORK

"FACTUM" SANITARY HALF-HOSE

Good for bad feet
Not bad for good feet

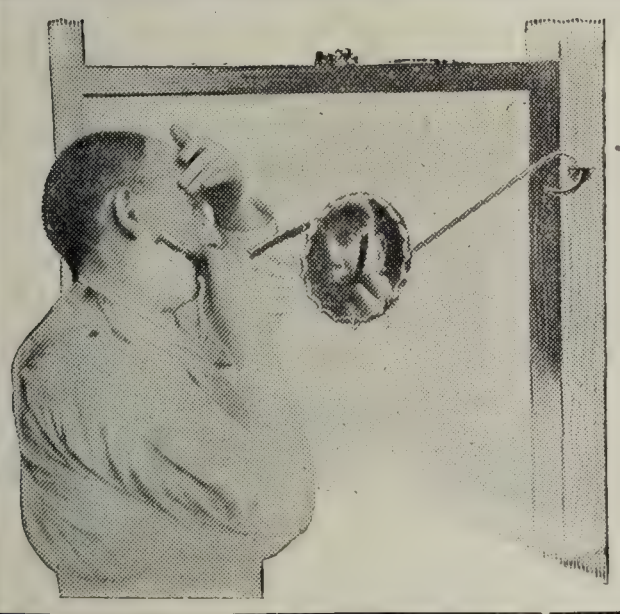
¶ Look just the same as any other finely finished high grade hose, but are immensely superior in healthfulness and comfort.



¶ "Factum" Half-Hose are impregnated with an antiseptic preparation which eradicates bad odors, absorbs and decomposes perspiration, without checking it, prevents burning and soreness, and keeps the feet always healthily warm. No hosiery is handsomer and stronger than "FACTUM." Its hygienic properties remain unimpaired for **17 washings.**

¶ In two colors only—black or tan. **Price, 50c. per pair, $2.75 per box of six.** At all good dealers, or sent on receipt of price. Express, P. O. Money Order or Stamps accepted.

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It may be applied to any window or elsewhere to obtain a strong light, and instantly adjusted to any angle.
It may be carried safely in a satchel.

FURNISHED EXPRESS PAID

Chipped Edge, $2.00; Beveled Edge, $2.00

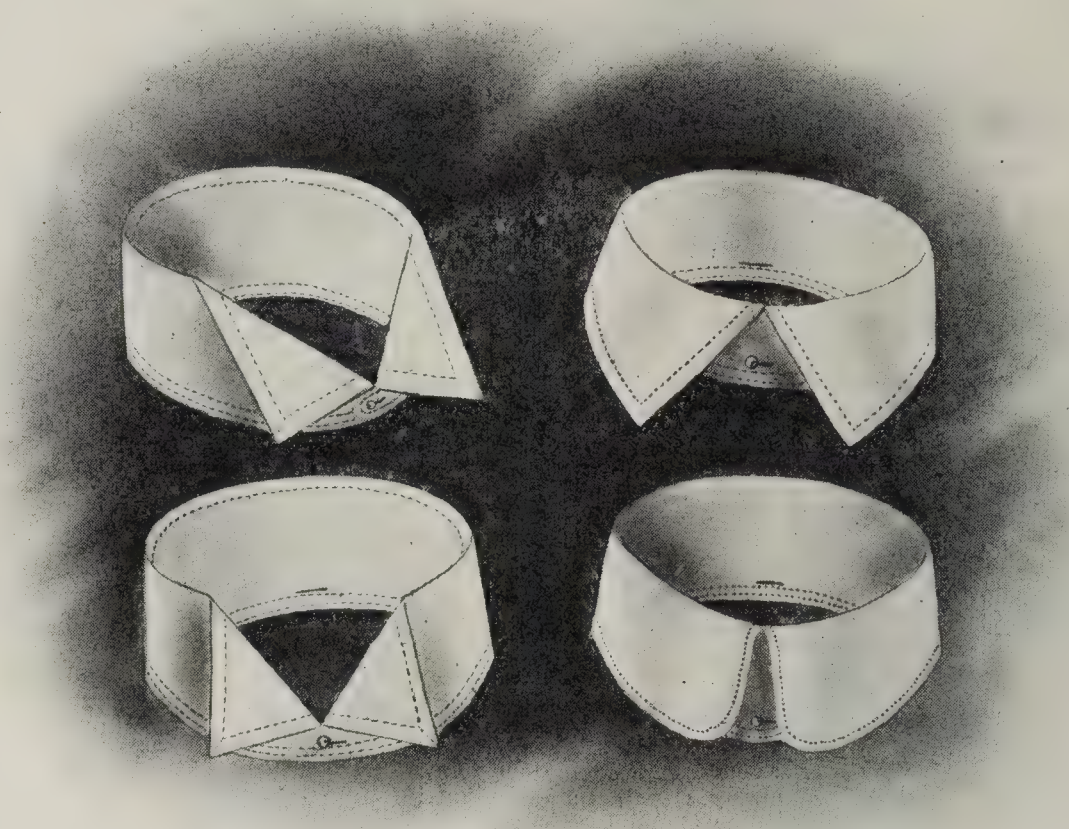
SEND FOR CIRCULAR

CALDWELL MANUFACTURING CO., 17 Jones St., Rochester, N. Y.

vice from his wardrobe that the man will get who gives the necessary little attentions that are required. And it is because so little time and attention is necessary that it is the more inexcusable when a man's dress is thus neglected and mis-used.

I give here a few simple suggestions how to care for the different articles of a man's wardrobe, the observance of which will prolong their life materially.

A whisk broom or brush of any sort with hard bristles should not be used to brush a Derby hat, as the bands on the brim and crown of the hat are quickly loosened and torn by this kind of a brush; a soft brush



should be used. The Derby should be brushed with the grain. For the Fedora and all soft hats, a soft pliant brush is to be used also.

The first essential in caring for one's collars is to have a good laundry wash them. Rough treatment of a collar by the laundry will give it ragged edges in two or three washings. Avoid large collar buttons; small ones will serve the same purpose and will not tear the button holes.

Much depends upon the proper laundering of the shirt also. A shirt when taken off should be folded. The putting on and taking off of a shirt should be done carefully because the seams when strained are apt to be quickly torn when the shirt is laundered.

For this reason the coat shirt has become popular as it can be put on and taken off with much less effort.

Hard tight knots should be avoided in making up bow and four-in-hand ties, as they are wrinkled and lose their shape when this is done. One's ties should be smoothed out and folded after being worn.

The care of the shoes is a matter that seems to be generally ignored and yet a shoe will retain its shape twice as long and give double the service by the use of a very simple device, the shoe tree. The shoe tree prevents the shoe from losing its shape or wrinkling when not on the feet. It is indeed worth its small cost when it is found out how it lengthens the usefulness and life of the shoe.

Probably no other part of a man's dress shows neglect more than the coat and trousers and there is no other item of men's attire that needs more attention.

The finest work of the tailor is quickly ruined if these garments are not cared for properly.

The coat should not be hung over a chair or on a hook. This tends to make it lose its form. The regulation coat hanger with its slanting sides is the only thing upon which to adjust the coat when not worn. The trousers should also be carefully fastened on a hanger.

A very decided difference in the life and



MEN OF JUDGEMENT WEAR Bull Dog SUSPENDERS

50¢ **Men of Judgment—** 50¢

of good judgment—the discriminating man, or, to be more explicit, the average man—the man you touch shoulders with every day—he is the man whose judgment has made possible the great success of these simple, sensible and serviceable suspenders.

For every reason given in favor of other make suspenders at least two logical arguments can be advanced why YOU should wear BULL DOG SUSPENDERS, and the strongest one is

They Outwear Three Pairs of the Other Kinds

They're sold in all the best shops, so please *ask your dealer*, but if necessary we will mail them for 50c. the pair postpaid. In regular and extra lengths, light and heavy weights, and youth's sizes.

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Dept. 5 87 Lincoln Street, BOSTON, MASS.

Send for FREE Booklet, "Correct Dress and Suspender Styles."



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KREMENTZ
COLLAR BUTTONS
USED THE WORLD OVER

by those who know where they get the most for their money. Made of one piece of metal. Easy to button and unbutton. Stay buttoned. They outwear any other button, and the rolled plate never wears off like other plated buttons. Also made in gold and sterling. If damaged in any way, exchange it for new one.

At all jewelers and haberdashers.
Send for story of Collar Button.

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65 Chestnut Street,
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THIS ONE DRAWING TOOL DISPLACES A FULL HALF DOZEN.

Because it so successfully fills every mission and use possible to be performed by either the compass, protractor, square, triangle, rule, scale, etc. Just think, for but

One Dollar

you can possess this finely finished aluminum pocket tool, equal in accuracy to all the drawing instruments necessary to lay out plans. If you figure cost, the

READY DRAUGHTING INSTRUMENT

saves many dollars. If you figure time, it saves many hours by enabling you to lay out work whenever occasion requires, without having to go back where instruments too bulky to be carried around, are kept.

We will send you the **Ready Draughting Instrument** prepaid on receipt of the price, which is **One Dollar.** The money will be returned if you do not consider it worth many times its cost. Do not delay, but send today.



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610 Livingston Bldg.
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Cigarettes for Your Vacation

We are making a special offer of 200 high grade Turkish or Egyptian cigarettes marked with monogram, crest, initials, fac-simile or other design for $4.

We pack these cigarettes in attractive boxes and guarantee them to keep fresh for one year.

PINKUS BROTHERS
Dept. C, 56 New Street, New York City
Booklet Free. Samples on receipt of 25 cents.

lines of one's clothing will be noticed if these few simple suggestions are observed.

It is almost needless to remark that the more clothes a man possesses and the oftener he changes, the better will be the condition and appearance of his attire.

As the season progresses and the various fashions are being considered and taken up by the dress critics, nothing of noticeable difference is noted.

The jacket, trousers and waistcoat as described in my last discussion can now be given out as reasonably authentic. The only question that seems to be at all unsettled is the color. Although as I stated before, grays and blues will be worn largely as they seem to be our "bread and butter" shades, yet greens and browns in various shades, patterns and mixtures are being featured by many tailors who predict that these colors will dominate for the fall and winter seasons.

I am doubtful if their predictions will be fulfilled about green as an attempt was made to bring out this color last season but the public did not seem inclined to take it up.

The fold or turn-over collar in its many styles, still continues to be the staple of collardom. The wing according to all indications will again resume its place in the good dresser's attire; the long slanting top and wide stitching wing collar will probably be most worn.

Hosiery displays and sales thus far show quite a demand for tans, olives, browns, plaids in vertical effects, polka dots, emclusively than they jobbed and manufacsive patterns.

If greens and browns become prevalent in clothing, these hues will effect hosiery colors as well as neckwear and we may expect various tones in greens and browns in hose to harmonize the effect.

As usual a varied assortment of handkerchiefs are being shown. A handkerchief posed gracefully in the breast pocket always adds a pretty touch to one's appearance. It is a pleasing break in the rather monotonous line between the shoulder and the shoe.

Some very pretty handkerchief fancies are here reproduced.

Some Commercial Law Pointers

A married woman who indorsed, in a state where her contract was of no effect, a note dated and payable in another state, where the indorsement would be valid, and where the note was negotiated, was held, in Chemical Nat. Bank vs. Kellogg (N. Y.) 2 L. R. A. (N. S.) 299, to be estopped, as against a bona fide purchaser, to show the true facts.

Abusing and assaulting a judge after he has retired from the court room, upon adjournment subject to notice, because of his disposition of a case immediately prior thereto, is held, in Exparte McCown (N. C.) 2 L. R. A. (N. S.) 603, to constitute contempt at common law.

The purchase, by a corporation, of shares of its own capital stock is held, in Hall vs. Alabama Terminal & I. Co. (Ala.) 2 L. R. A. (N. S.) 130, to be a fraud upon its creditors.

The right of majority stockholders, who have voted to dissolve the corporation, to proceed for a judicial declaration of forfeiture of charter, is upheld in Chilhowee Woolen Mills vs. State ex rel. Majority Stockholders Chilhowee Woolen Mills Co. (Tenn.) 2 L. R. A. (N. S.) 493, under a statute providing that an action lies for dissolution of a corporation if it does acts which amount to a forfeiture of its rights.

The right to make preferred stock nonvoting is upheld, under the Missouri statute, in State ex rel. Frank vs. Swanger (Mo.) 2 L. R. A. (N. S.) 121.

A corporation organized under a private charter, solely for educational purposes, is held, in Parks vs. Northwestern University (Ill.) 2 L. R. A. (N. S.) 556, to be a charitable institution, within the rule exempting such institutions from liability for negligence of servants, notwithstanding that tuition fees are charged.

365 SHAVES
WITHOUT STROPPING

A shave every day in the year for less than two cents a week, with the wonderful double-edged wafer blades of the Gillette Safety Razor.

One million satisfied users prove the supremacy of the Gillette, a supremacy due to the double-edged wafer blades which require No Stropping and are Always Sharp—**facts true only of the Gillette Blade.** If there is a single user who is not getting the utmost satisfaction, **we want to know it.**



Actual Size
Ready for Use

SOLID SATISFACTION FOR EVERY ONE

Any man can shave himself smoothly and easily with the Gillette. It is the simplest as well as the best and most durable razor made. Every double-edged wafer blade is as perfect as science and skill can make it. The steel used in the manufacture of Gillette Blades is made specially for this purpose. By a unique process which required years to perfect, this steel is converted into Gillette double-edged wafer blades, uniform in temper, and with **the most perfect shaving edge in the world.**

NO STROPPING NO HONING ALWAYS SHARP

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Gillette Playing Cards

For 25c. Silver or Stamps

and the name of a friend who does not use the Gillette Razor, we send postpaid, to every address a full deck of playing cards, regular 50c. quality, celluloid finish, with round corners and gold edges, in handsome heavy gold-embossed leatherette telescope case.

12 BLADES—24 SHARP EDGES

The Gillette Razor is packed in a handsome leather case with 12 double-edged blades (24 perfect edges) each blade good for an average of more than 20 smooth, delightful shaves without stropping. When dulled throw away as you do a used pen. A new blade inserted in a second.

PRICES: Triple Silver-plated Set with 12 Blades, **$5;** Standard Combination Set with Shaving Brush and Soap in Triple Silver-plated Holders, **$7.50;** Extra Blades, 10 for **50c.**

Sold by all Drug, Cutlery and Hardware dealers everywhere. Send to-day for our handsome illustrated booklet.

Gillette Sales Company, 216 Times Building, New York

Gillette Safety Razor

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$1.50

A Razor Strop that you may absolutely rely upon to produce a perfect edge



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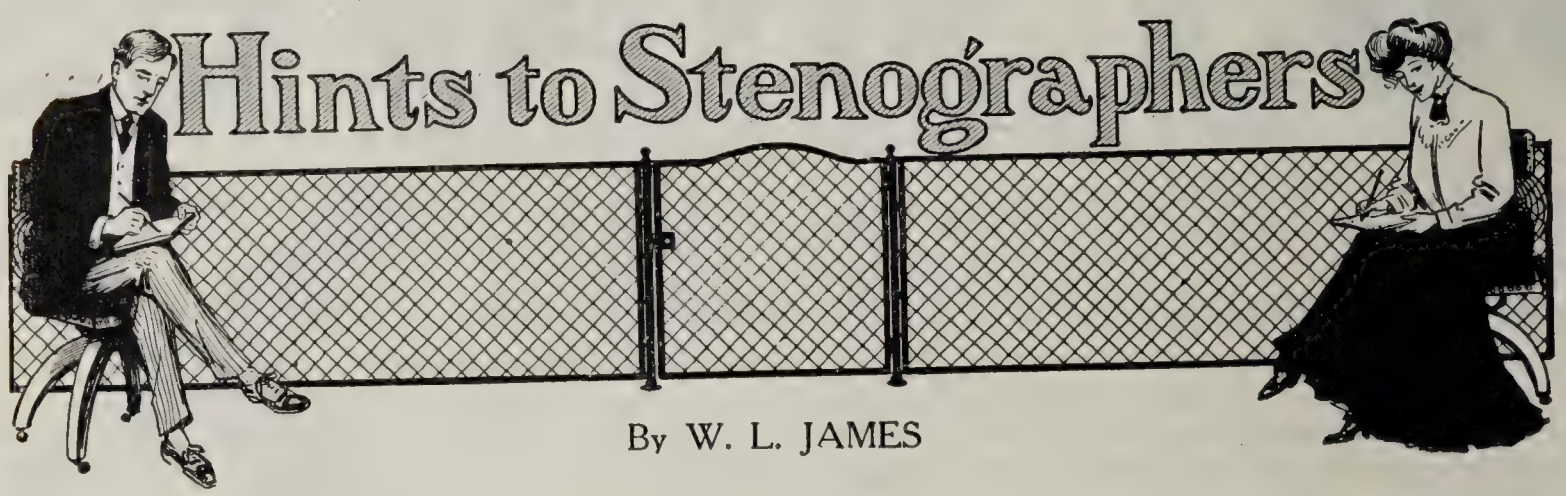
GEM NAIL CLIPPER 25¢



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Removes hangnails. Clips, files, cleans.
By mail, 25c. Sterling silver handle, $1.00

Stamps taken

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By W. L. JAMES

MUCH interest has been aroused among the shorthand writers of the city of Chicago by the coming installation of 28 new municipal courts, which will practically double the demand for expert shorthand writers in that city. These courts will be in session on the first Monday of December and the law which created these courts provides for an official reporter in each of them. While it is true that the same law provides for the compensation of the court reporters, it is also true that that portion of the law will be a nullity, for the compensation is not remunerative enough to attract shorthand writers who are capable of doing the work. There is a law now in the state of Illinois providing for the employment of official reporters at $5 a day and giving the rate of 12½ cents a folio of 100 words for the transcript. This law is not observed in Chicago, inasmuch as the reporters charge $2 an hour and 20 cents a folio or 50 cents a page for the transcript. Consequently the new rate providing for the payment of court reporters in the municipal courts is not an object of much worry to the shorthand writers, for they know that the same rate will be charged in the municipal courts as in the other courts at the present time and that there will be practically no officials.

* * *

There are now about 30 courts in the city of Chicago and these manage to keep busy about 80 court reporters. Even with the present capacity, the demand for court reporters is greater than the supply, with the result that those who are now in this city, are kept busy during every working day of the year. It will be seen that the new courts will give employment to about as many more reporters and where the supply is coming from is something of a serious conundrum to those who are most affected. There are shorthand reporters in that city making as much as $10,000 a year and with this new demand there should be much to inspire the younger writers to perfect themselves in expert shorthand work.

* * *

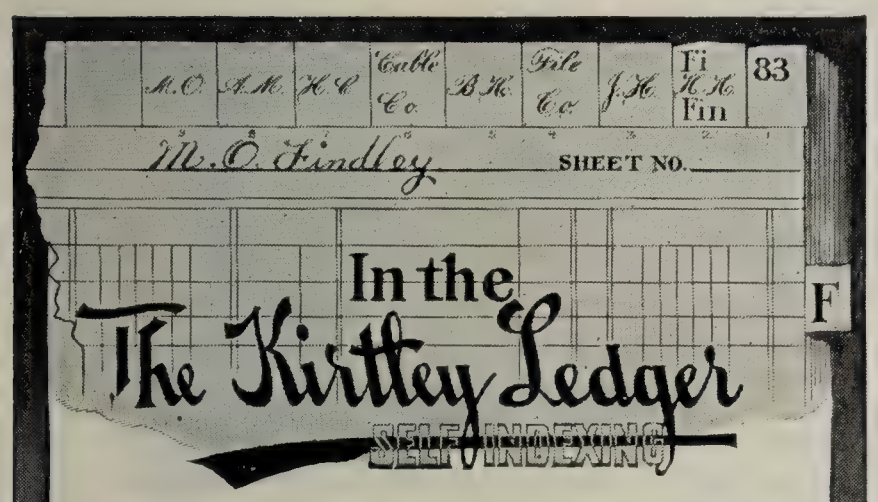
A great many really excellent stenographers capable of doing this expert work are not engaged in the work which pays the best money, for the reason that they do not understand how to "break in" to the court reporting field. Nearly any court reporting office in Chicago would employ a good man on a salary, but very few competent reporters desire to allow other reporters to make the profit off their work—and in that they are eminently right. At present nearly every court reporter in Chi-

1400—Book-Keeper

cago has more each week than he can personally attend to and the overflow is let out to "exchange" men and the profits are great. A good "exchange" man is the recipient of a good income and this is the best way one can get "original" work—that work which comes from the attorneys themselves—and while on exchange the reporter is laying the foundation for and building up his own in that position. This is the best way for a stranger who desires to establish a permanent business in Chicago.

* * *

Then comes the question how to get into the court reporter's office on the exchange basis. A great many of the reporters of Chicago were typewriters employed in the office of other reporters a few years ago.



In the
The Kirtley Ledger
SELF-INDEXING

all accounts of the same name are together under one printed heading.

¶ One turn at the tab "F" takes you to all accounts under that letter, another turn at the sub-head "Fin" takes you to all accounts of the name Findley as shown above.

¶ There is no "leafing over" accounts you do not want, no writing of names in an index and no looking over a mass of written names when finding an account.

¶ The Kirtley saves fully

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when posting or finding accounts. Kirtley sheets can be furnished for any make of loose-leaf binder.

We want to send you a copy of our booklet "Saving Labor, Time and Money" also portfolio of bound or loose-leaf sheets, state which, Address Dept. B.

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The question with every man whether he owns a business or is employed at a salary is "HOW CAN I INCREASE MY INCOME." If he possesses common-sense and has a common-school education, the question can quickly be solved, providing he will look into the matter intelligently. It doesn't cost anything for you to find out THE VALUE TO YOU OF A PAGE-DAVIS ADVERTISING COURSE; to find out why hundreds of men and women who were working for as small an amount as $12.00 a week are today, after COMPLETING A CORRESPONDENCE COURSE WITH THE "ORIGINAL SCHOOL," MAKING $2,000 AND $3,000 A YEAR. Send in your name and we shall be glad to demonstrate to you how thousands of men and women have increased their incomes from 25 per cent. to 100 per cent., and we will also tell you what we can do for you.

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The trouble with most banking organizations is that they want to tie your money up so you can't get it when you want it. And then only pay you 3 or 4 per cent. for the use of it.

This Company pays 5 per cent. annual interest for every day your money is on deposit, and allows you to withdraw at any time without notice.

If you **want** to leave your money on deposit for two years or more, we will pay 6 per cent.

And back of it all Absolute Security is Guaranteed.

Write for the Booklet.

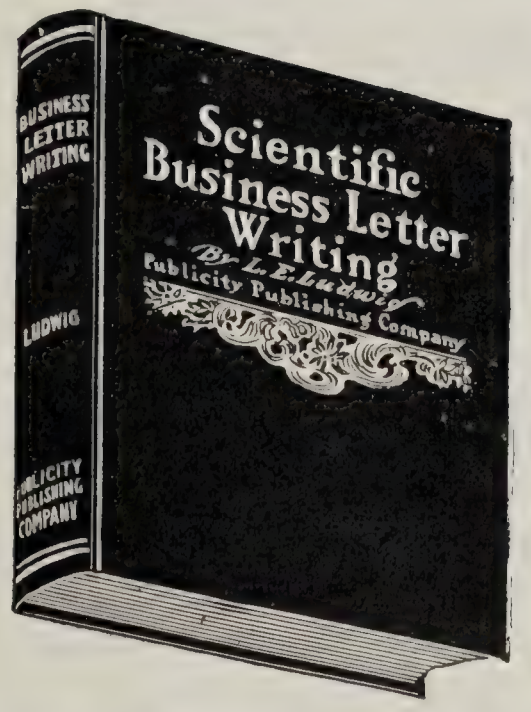
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I SELL a new and very simple system for obtaining a correct trial balance as quick as your balance can be set down. My system will do that, no matter what method you use or how complicated your books. Drop me a postal and let me tell you more about it. You don't have to buy it if I can't convince you.

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Teaches a man how to write letters that bring business. It contains the identical information that built a half-million-dollar business from a two-dollar bill.

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The Publicity Publishing Co.
88 Wabash Avenue **Chicago, Illinois**

Please mention The Business Man's Magazine when writing to advertisers.

There are not enough typewriter operators, capable of doing the fastest work, available for the court reporters today, and if a stenographer is also an expert on the machine there is no trouble in gaining a foothold in such an office. This also is a good paying work for the one who will work on every occasion regardless of social or other engagements. The one who is always ready to work makes the hit with the busy shorthand reporter and those who desire to "qualify" for reporting work in Chicago can do no better than to always be in readiness for work.

* * *

One of the busiest typewriter operators in Chicago has built a great business just on these principles. She is an excellent operator and, if necessary, will work 24 hours at a stretch. Some years ago the writer had a meeting to report at the Auditorium in Chicago and what is known as "quick copy" was called for. For this class of work the very best reporters and operators were required and the woman referred to was called up by telephone and asked to be at the Auditorium at 7:30 to help on the meeting. Without the least bit of demurring she promised to be there and that evening worked until nearly 11 o'clock. Afterwards it was discovered that she had invited friends to a party to be held at her home during the evening, but she willingly broke that engagement in order to live up to her rule to be always ready to work and accommodate the reporter. Such sacrifices are appreciated, and the one who will make them will secure the bulk of the work of the reporters.

* * *

Having become established in a court reporter's office the forms used by the reporters are soon learned. In Chicago the paper used by all reporters is of the same quality and a universal style of transcription prevails. The court phraseology is soon familiarized and after demonstrating ability to report in court, the operator soon becomes recognized as an efficient reporter. The acquaintance formed as an operator soon becomes a valuable asset in the way of getting business and the work as an exchange reporter gives in turn an acquaintance with attorneys and in a very short time a good business results.

Then too there is a great amount of work which the court reporters do not get after properly. If the average business house was conducted in the same manner as the average court reporting office little or no new business would be secured. In no other line of business is there so much laxity in this regard as in the shorthand reporting office. In Chicago there is a great amount of work which could be performed by wide awake stenographers and which no court reporter bothers his head about. Unless the shorthand work emanates from the courts or from the newspapers, the court reporter does not solicit it. He is too busy taking care of this branch of the work to attempt to enter other fields. A few months ago a brother and sister opened an office in the Grand Opera House Building in Chicago. They had absolutely no acquaintance with the reporters and did not attempt to get any exchange work. They solicited some of the leading ministers of the Gospel and secured contracts for the reporting of their sermons. Each Sunday they are busy on this work. They wrote to several of the theatrical agencies and secured enough work, copying plays, etc., to keep them running during the dull summer months. They applied for the reporting and went after the work which had been overlooked by the other firms. They are kept busy each day on a good paying class of shorthand work. They have merely scratched the surface and there is a great mass of such work for the ambitious young men and women who desire to start in this business.

Editor's Note.

The article on "Trust Company Forms," which was printed in a recent issue of THE BUSINESS MAN'S MAGAZINE was from a series of copyrighted articles on this subject now running in the *Bankers' Magazine*. The series will be published in book form when completed, and will make a valuable contribution to Trust Company literature.



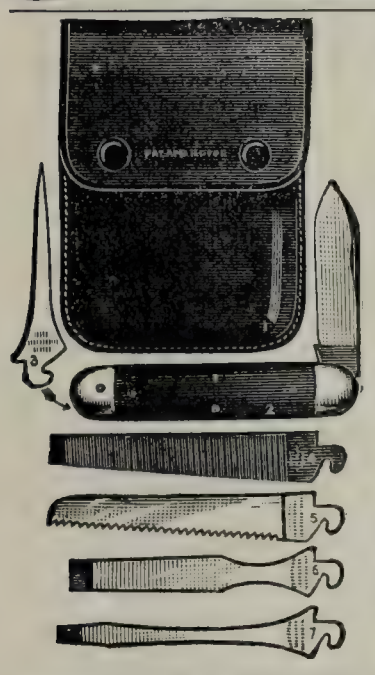
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Write the answer at once in one line—NOT by the old cross system, NO!—**but by an easy, simple and accurate one. Remember, experts at figures can always find positions.** My system, used exclusively by me for fourteen years with the wholesale department of Marshall Field & Co., Chicago, I am now selling to subscribers for the first time.

No other investment of a like amount will pay so well. Applies to every combination. You will be surprised. It is the essence of simplicity—but YOU never thought of it. It is good; it is accurate; it is mathematically correct. **You can master it in fifteen minutes.** Bookkeepers, Extenders, Entry Clerks, Bank Clerks, Business Men, HERE IS A GOOD THING FOR YOU. Sent to any address, prepaid, upon receipt of Two Dollars.

$2.00—Send Today—$2.00

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Thos. A. McCarthy, B. L. Barrie, Ontario

MY GRADUATES IN

SHOW CARD LETTERING

Are Making $20 to $40 Per Week



CHAS. J. STRONG, Pres.

Are you? If not, why not? Don't be a book-keeping or clerking drudge all your life. Earn more money—be independent and satisfied. I will guarantee to make you a successful Show Card Letterer if you follow my instructions carefully. That is fair—isn't it? Don't delay—write me to-day.

Easy terms. Interesting, thorough, personal instruction by mail. Three separate courses: Show Card Lettering, Sign Painting and Plain Lettering. Start now and be ready to earn $20 to $40 per week in the spring. Write for large helpful catalog FREE.

Chas. J. Strong, Pres.

DETROIT SCHOOL OF LETTERING

Dept. H. Detroit, Mich.

"Oldest and Largest School of Its Kind"

BLOTTERS BRING BUSINESS



That is what the users of Blotter advertising say. If you want business you should get in line as a user of our **ILLUSTRATED BLOTTERS.** There is nothing equal to them for keeping your name before the buyer of your goods. Send 50 cts. for a set of 80 samples. Will give the fifty cents back if you order.

JOHN T. PALMER COMPANY, FIFTH and LOCUST PHILADELPHIA

Please mention The Business Man's Magazine when writing to advertisers.

The Business Man in Europe

What Business Men Across the Atlantic are Doing and Thinking—A Big London Advertising Scheme—Paris Buys American Securities—European Savings Banks

By ALBERT EMIL DAVIES

(Author of "The Foreign Correspondent," etc.)

AN advertising scheme, the magnitude of which is almost unparalleled in England, has recently been carried out in London.

Warings, the furniture people, have been building a large store in Oxford street, close to the very center of fashion.

It is a big, up-to-date, handsome building, although by no means the largest store in London, but it has been boomed in an altogether unprecedented manner. For a week or so before the opening of the new premises, all the newspapers contained full-page advertisements, stating that the establishment would be open an entire week for inspection, during which time no sales would be effected; further, that the band of the Grenadier Guards would perform daily, and that application for tickets to view should be sent to the president of the Reception Committee at such-and-such a number, Oxford street, a visiting card being inclosed if possible.

As the store takes up about a score of street numbers, an easy system of keying the advertisements presented itself; thus, readers of the "Daily Chronicle" wrote to 176 Oxford street, whereas "Star" readers applied to number 170, and so on. In addition, the firm issued circular invitation letters broadcast, and as a result, all London went to see the place.

Plus ca change, plus c'est la meme chose. In our childhood days, when the local butcher opened a new shop, he distributed handbills and hired a brass band. Here we have just the same thing—but circular letters, and the band of the Grenadier Guards!

American readers may consider such an advertising scheme somewhat crude and lacking in originality; but one thing Warings achieved which, I imagine, some of the Chicago stores would give a great deal to accomplish. They were twice visited by royalty, and that in a manner that piqued the curiosity of the public, for one morning all the newspapers stated that despite previous announcements, the premises would be closed to visitors during certain hours on that particular day. The next day all the country read that Her Majesty the Queen and suite had visited Warings' new building. When, two days later, a similar notice appeared stating that permission for the public to inspect the premises would be withdrawn for a short time, everyone knew what it implied, and no one was surprised to read next day that the Princess of Wales had spent a few hours inspecting the place. By thus suddenly bringing their names before the public, Warings have gained this great result: henceforth, when engaged couples commence discussing the future home, and Angelina thinks of the furniture, she will say "Where shall we buy our things, darling?" and the first name that will flash across the mind of Edwin, eager to show his beloved that he wishes her to be surrounded only by the best (known), will be that of Warings. Two months ago, and this name, though not unknown, would certainly never have occurred to the average individual.

People are wondering what the other big furnishing houses are going to do in the way of a reply; surely they will not take it lying down. Thus far, however, they have made no sign.

PARIS AND AMERICAN SECURITIES.

The big issue of Pennsylvania bonds in Paris has attracted more attention than any other business event of the past few months. Not on account of the amount involved which, large as it is, is small compared with the government loans to which the European bourses are accustomed. But, for the first time a determined attempt is being

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Has been retained to instruct and supervise the

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***The* Technique of Accountics (Inc.)** **150 Nassau Street, New York**

☞THE AMERICAN ACCOUNTANT'S MANUAL, professionally endorsed as an American Standard throughout the world. Price, $3.00, delivered. Booksellers or FRANK BROAKER, C. P. A.

PATENTS

VALUABLE BOOK ON PATENTS FREE

Tells how to secure them at low cost. How to sell a Patent, and what to Invent for profit. Gives Mechanical Movements invaluable to inventors. Full of Money-Making Patent Information. Inventors' Guide Book mailed FREE.

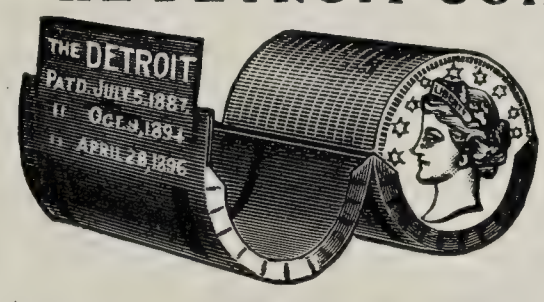
O'MEARA & BROCK, Patent Attorneys

18 F. Street, - - WASHINGTON, D. C.

Introductory Offer Send me the name of the PURCHASING AGENT of your Co., and **$1.00,** and you will receive, transportation paid, One Quart Blue Black Ink, One Quart Red Ink, One Quart Library Paste, and One Double, All Glass Ink Stand, with Pen Tray, etc.

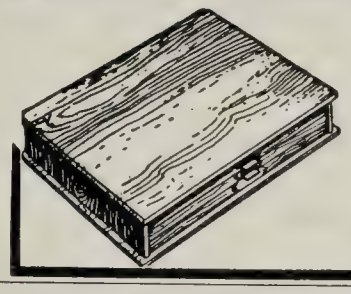
C. A. Black, No. 1 Bratenahl Bld., Cleveland, O. Agents wanted

THE DETROIT COIN WRAPPER



Millions are used annually by large handlers of coin, such as Banks, Trust Companies, Railroads and Street Railway Companies, etc. Made to hold all silver coins, nickels, pennies, etc., in amounts from 25 cents up to $20.00. Samples, price-list and descriptive circular free. Write the **Detroit Coin Wrapper Co., 18 John R St., Detroit, Mich.**

KEEP TRACK WITH TACKS



THE Map and Tack System. The only system whereby you can keep in close touch with your out-of-town business. Endorsed by up-to-date business men. Adaptable to all lines.

Send for price list and our **FREE** box outfit demonstrating the value of the system.

JOHN W. ILIFF & CO., 350 Wabash Ave., Chicago

CANNON BALL



ALUMINOID PEN

Speed and Certainty

The Cannon Ball is Direct.

It works quick as a flash—writes on anything—never catches or splutters—never gets in the way—always serves your thought instantly.



Your time and temper are both too valuable to waste over the antics of a balky pen.

Salomon's Cannon Ball is a valuable pen to know. It is worth taking the trouble to ask for. You will be glad that you tried it.

For sale by good stationers.

Sample of this and other pens for business men sent on request.

A. L. Salomon & Company

339 Broadway, - New York City

made to interest the great French public in American securities.

Industry and commerce in France remain stationary; but as a financial force the role of France cannot be overrated, Paris in many respects being now a more important financial center than London. This is particularly the case with regard to foreign loans.

The present would appear to be the psychological moment for interesting Jacques Bonhomme in American railway bonds, for he is getting a little tired of putting his money in Russian stocks, and is looking around for an outlet for his ever-increasing capital. As already stated, trade and business enterprise in his own country are quiescent, so that openings for the investment of capital at home are few, and he is forced to look to exotic securities to get any appreciable return on his money.

THE SAVINGS BANKS OF EUROPE.

The French vie with the Scandinavians in being the most thrifty people of the world. Le Bulletin de statistique et législation comparée has just published figures showing the position of the various European national savings banks at the end of 1902, from which it appears that France comes first as regards number of accounts, these being more than eleven millions. The United Kingdom had about ten millions, Prussia nine and Italy five. It will be noticed that the French journal regards Prussia as a separate country, but I find, on turning up the official Statistisches Jahrbuch of the German Empire that the total number of savings bank books issued throughout the empire at the end of 1902 exceeded sixteen millions.

The sums deposited in the savings banks of 12 European countries reached the enormous total of six thousand million dollars, or slightly more than the annual income with which Mr. Rockefeller is credited in Europe!

Practical Accounting—C. P. A. Problems

By GUSTAVE JACOBSSON, B. A.
Member of the American Association of Public Accountants

QUESTION 1.

University of the State of New York, C. P. A. Examination, June, 1900.

1. It is proposed to organize for conducting a manufacturing business a small corporation based on certain rights and franchises owned by one of the proposed stockholders in the corporation. The amount of capital stock is to be $100,000. The owner of the rights and franchises agrees to transfer them to the corporation in consideration of $50,000 of the capital stock, though he believes them to be worth much more than that amount. The remainder of the stock is to be sold to produce working capital. Certain capitalists are to be approached for cash subscriptions to the capital stock, but it is uncertain what opinion they will hold concerning the enterprise, and it is desired to have the stock in the treasury in such form that it can be sold below par if necessary. What method would you suggest for accomplishing the object in view? Formulate the journal entries for opening the corporation books.

SOLUTION.

1.

Rights and Franchises, Dr..$100,000
To Vendor.....$50,000
To Reserve Account.. 50,000

2.

Vendor, Dr.....$50,000
To Capital Stock.....$50,000

3.

Treasury Stock, Dr...$50,000
To Capital Stock.....$50,000
Unsold stock.

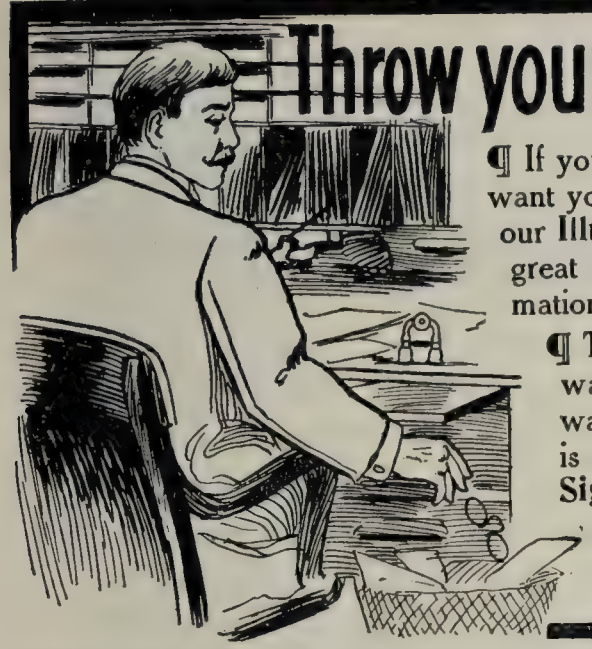
BALANCE SHEET.

Rights and Franchises	$100,000	
Treasury Stock	50,000	
	$150,000	
Capital Stock		$100,000
Reserve Account		50,000
		$150,000

QUESTION 3.

University of Illinois, C. P. A. Examination, May 1, 1904.

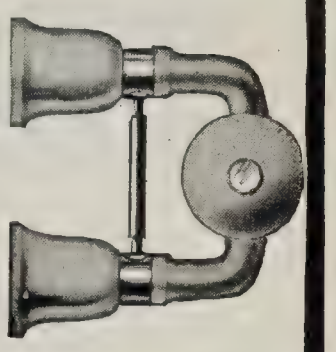
3. A corporation organizes under the laws of the state of New Jersey to conduct



Throw your Glasses away

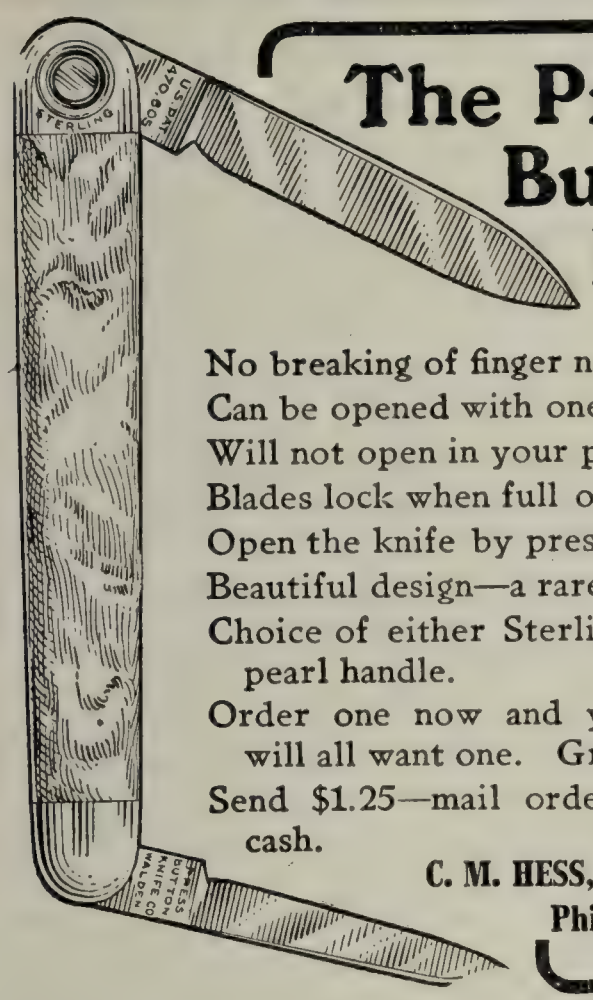
All Refractive Errors, Muscular Trouble, and Chronic Diseases of the Eye are Successfully Treated by Scientific Massage. Two minutes night and morning.

¶ If you have trouble with your eyes for any reason whatsoever, we want you to write us to-day, and we will send to you by return mail our **Illustrated Treatise on the Eyes.** This work, produced at great expense, contains a wealth of valuable and novel information, and is fully illustrated.



¶ **The Ideal Sight Restorer** treats the eye in Nature's own way, with simple massage. Hundreds of people have forwarded unsolicited testimonials to us, and no doubt among them is some one in your city or town who has used **The Ideal Sight Restorer** with gratifying results. Do not fail to write us to-day for our literature. It is absolutely free.

THE IDEAL COMPANY, 239 W. Broadway, New York



The Press Button Knife

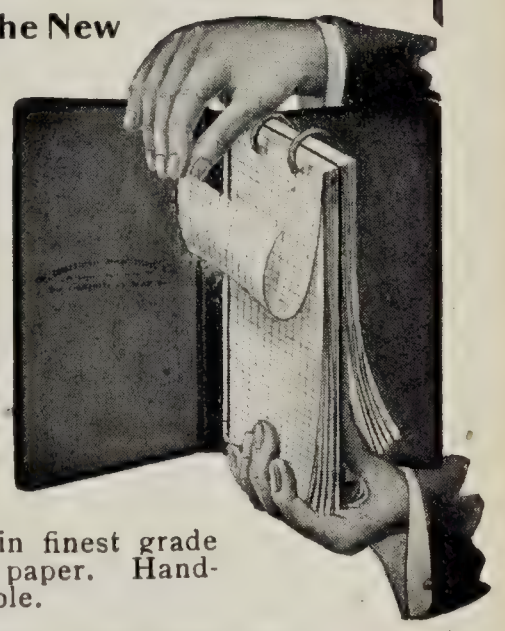
No breaking of finger nails.
Can be opened with one hand.
Will not open in your pocket.
Blades lock when full open or shut.
Open the knife by pressing button.
Beautiful design—a rare gift.
Choice of either Sterling silver or pearl handle.
Order one now and your friends will all want one. Great novelty.
Send $1.25—mail order, check or cash.

C. M. HESS, P. O. Box 43, Philadelphia, Pa.

ON TOP

That's the Motto of the New

"First Page" Book



¶ A loose leaf leather bound memo book that **presents a fresh writing surface or today's notes as soon as you raise the cover**—your filled pages are turned to the back.

¶ Leaves can be inserted or removed. Bound in finest grade leather. Superior bond paper. Handsome—compact—serviceable.

¶ The **"First Page" Book** is just *Bread and Butter to the "Note Jotter,"* no matter what his vocation.

Adaptable for Pocket or Desk.

BINDER	LEAF	RULE	PRICE
2½ x 5 inch	2¼ x 4½	Quadrille	$ .75
3 7-16 x 5⅝	3 x 5	Quadrille	1.00
4 7-16 x 6½	4 x 5⅞	Feint Line	1.50

¶ At your stationers, or from us direct, prepaid on receipt of price. **Write for the size you want, today.**

We will send Catalogue of our New Office Appliances, for the asking.

The Goldsmith Company, 810 G Lippincott Building PHILADELPHIA, PA.

100 Visiting Cards Post Paid 50c

Also **Business, Mourning, Birth, Fraternal, Professional and Emblematic.** We have cuts of trade marks and Emblems for all railroads, lodges and fraternal societies. Monogram Stationery. **Wedding Invitations and Announcements.** Samples Free. Genuine leather card and pass cases.

E. J. Schuster Ptg. & Eng. Co., Dept. AK, St. Louis, Mo

Do You Get the Returns

from your Business Letters you look for?



If you do not, they may lack something *to make them convincing.*

Sherwin Cody's New Book

SUCCESS IN LETTER WRITING

will help solve the problem.

Of All Booksellers, 75 cents, postpaid.

A. C. McClurg & Co., Publishers, Chicago



DEAFNESS

"The Morley Phone"



A miniature **Telephone for the Ear**—invisible, easily adjusted and entirely comfortable. Makes low sounds and whispers plainly heard. Over fifty thousand sold, giving instant relief from deafness and head noises. **There are but few cases of deafness that cannot be benefited.**

Write for booklet and testimonials.

THE MORLEY COMPANY
Dept. 89, 31 South 16th Street, Philadelphia

a manufacturing business, with an authorized capital stock of $1,000,000 divided equally between preferred and common. Five incorporators each subscribe for 100 shares of the common stock of a face value of $100 per share. John Jones purchases from three manufacturers their fully equipped plants for $950,000 in cash, and turns over the said three plants to the newly incorporated company for the $950,000 of preferred and common stock and $400,000 of first mortgage five per cent bonds, out of a total issue of said bonds in the sum of $500,000, leaving $100,000 of said bonds in the company's treasury.

Prepare opening journal entries with necessary explanations of the transactions and a statement of the company's condition after having acquired the three plants.

1.

Subscription Account, Dr..$50,000
To Common Stock.....$50,000
A 100 shares at $100=$10,000
B 100 shares at $100= 10,000
C 100 shares at $100= 10,000
D 100 shares at $100= 10,000
E 100 shares at $100= 10,000
500 shares $50,000

2.

Plants, Dr.....$1,350,000
To John Jones.....$1,350,000
His Cost Price =$950,000
His Gain = 400,000
$1,350,000
Book values of Plants, $1,350,000
Plants may also be booked at—
Cost Price =$950,000
and Good Will Acct. opened = 400,000
$1,350,000

3.

John Jones, Dr..$1,350,000
To Preferred Stock.....$500,000
(5,000 shares @ $100)
To Common Stock..... 450,000
(4,500 shares @ $100)
To Bonds 400,000
(First Mortgage 5 per cent Bonds in payment of the three plants acquired.)
$1,350,000

4.

Treasury Bonds, Dr...$100,000
To Reserve Account...$100,000
Unsold bonds of the $500,000 issue.

BALANCE SHEET.

Plants	$1,350,000
Subscriptions	50,000
Treasury Bonds	100,000
	$1,500,000
Capital Stock, preferred	$500,000
Capital Stock, common	500,000
Bonds	400,000
Reserve account	100,000
	$1,500,000

QUESTION 4.

University of Illinois, C. P. A. Examination, May, 1904.

4. The co-partnership of Kimball, Bagley and Pettey find they have merchandise on hand December 31st, 1903, that cost $8,724 and is inventoried by them at 10 per cent advance; they also have unexpired premiums on insurance amounting to $46.75, and accrued interest on notes receivable amounting to $232.40 not entered on the books; and owe interest on note for $4,000 for nine months at five per cent, payable to Wm. C. Bagley. The articles of co-partnership agreement provide that four per cent shall be paid each partner on his investment, and in event of partners drawing for personal use they are to pay six per cent for such money so drawn, using average date. Profits are to be divided in the following proportion: Jas. H. Kimball 45 per cent, Wm. C. Bagley 32 per cent, Geo. R. Pettey 23 per cent.

The trial balance of the firm and its partners' accounts on the books are as follows:

	Dr.	Cr.
Jas. H. Kimball Investment Acct.		$ 12,675.00
Wm. C. Bagley Investment Acct.		9,410.15
Geo. R. Pettey Investment Acct.		8,011.05
Merchandise	$ 40,425.00	
Expense	1,147.26	
Insurance	162.50	
Freight, Cartage and Express	7,458.98	
Salaries	4,000.00	
Clerk Hire	2,250.00	
Telegraph and Telephone.	311.44	
Accounts Receivable	27,816.42	
Notes Receivable	8,640.00	
Notes Payable		10,000.00
Accounts Payable		2,692.65
Interest and Discount	1,118.36	
Jas. H. Kimball Drawing Account	3,750.00	
Wm. C. Bagley, Drawing Account		1,000.00
Geo. R. Pettey, Drawing Account	1,425.00	
Returns and Allowances.	1,186.79	
Sales		57,551.00
Cash	1,648.10	
	$101,339.85	$101,339.85

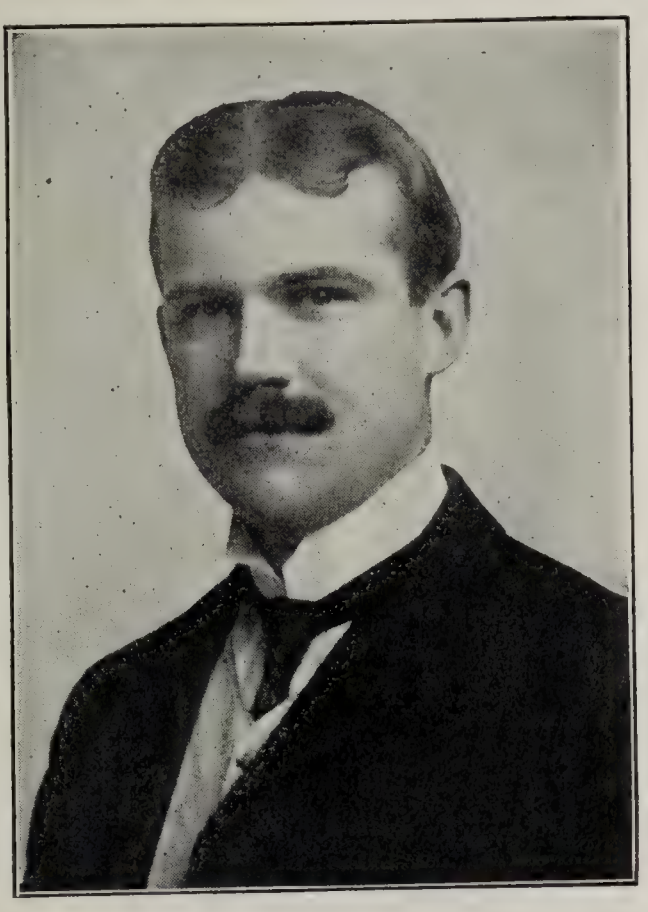


HOW TO ACCUMULATE A FORTUNE

A sane common-sense talk on the problem of accumulating wealth and a definite, certain money-making opportunity that ought to appeal to all hard-headed business men

It is a most serious problem—this of "saving for the rainy day"—insuring comfort and prosperity in old age. But in addition to providing against old age, we would like to enjoy, while we have health and ability to appreciate same, a fair amount of the pleasure.

The world is full of people who are anxious and willing to lay down rules at your expense as to how ease and luxury and perpetual wealth can be obtained with little effort or self-sacrifice, but neither you nor the writer have ever found that these rules resulted in much other than a sacrifice of dollars on the part of the credulous. There is no easy road to wealth; if there was we would all travel it; but there are some opportunities superior to others, and in this article I will describe one method by which provision against adversity and poverty can be more or less assured, together with a reasonable certainty of almost immediate participation in an income sufficient to provide not only the necessities, but the pleasures and luxuries that we all aspire to. In other words it is not necessary to wait until one's life is run before beginning to enjoy the fruits of wisdom and self-denial. It is hard to save enough money out of your wages to retire on. The great hardship is that we must each have $50,000 or $100,000 to loan out at the ordinary rates of interest before our income from investments is big enough to be of consequence, and, as the majority of us are unable to possess such sums of money for loaning purposes, we are forced to use our savings of a few dollars per month in such ways as we believe to be not only safe, but calculated to return to us a rate of interest immeasurably larger than is customary through the usual channels.



PIERCE UNDERWOOD
Specialist in Profitable Investments
140 Dearborn St., Chicago, Ill.

Banks and other financial interests tell us that a profit on our money of more than 3 per cent or 4 per cent cannot be earned and still insure safety for the principal invested, and yet the bank that makes this assertion usually pays from 15 per cent to 40 per cent annually in dividends to its own stockholders. There is hardly a bank or trust company that is successful in the United States but what earns annual dividends on its capital stock representing these figures. "What is sauce for the goose is sauce for the gander"—what is safe for the bank is safe for the individual. Bankers, capitalists and others naturally want control of your savings and give you 3 per cent or 4 per cent so that they can use the money in other approved ways and secure for themselves the lion's share of its earning capacity.

I make a business of finding profitable investments for money-savers where the money-saver may receive the full earning power of his money, and not a fraction of it. I employ the best experts to assist me in determining the safety and profit values of investments before I recommend them, and when I am ready to recommend an enterprise, it is because I have first spent a large sum of money and a great deal of time investigating its value as an investment and investigating each individual officer or other men upon whose integrity, judgment and ability depends to a greater or less degree how much profit my customers are to receive. The average small investor has neither the time nor the ability, to say nothing of the money, to make these investigations; but in my position, dealing with thousands of investors, I can afford the time and expense to do this for them.

The small investors of this and every other country are naturally 'easy marks" for schemers whose sole aim is to separate them from their hard earned savings, taking advantage of the fact that the average investor cannot afford the time or money to make

these original investigations and determine whether he is dealing with honest men, with honest motives, or a bunch of rascals whose sole purpose is to fleece him, so he trusts to luck the same as a gambler would, and takes the gambler's chance, which is about one in a hundred, with the usual result.

The representative of this magazine has spent several hours with me recently in going over the needs of the readers of this publication, and in what way I can be of service to them in placing their savings where the chief earning power of their money will be theirs, and not a small fraction.

I have been asked by the representative to give you the facts, and he assures me that you are sincere and that you will be careful in considering every word that I state in this article, and that, if I can satisfy you that I can offer you the safest and most profitable investment and can prove that such is the case, you will be willing and anxious to reap the benefits to be derived from same.

ALL GREAT FORTUNES ARE MADE IN MONOPOLIES.

I mean by this all really great fortunes, because a monopoly has the advantage of being free from the dangers incident to competition. Competition usually reduces profits to a point where failure and bankruptcy are sure to overtake some, but in a monopoly this danger is totally avoided.

I do not approve of the monopoly that means a corner on wheat that requires you and me to pay twice its value in order to have bread to eat, or the monopoly that does not permit us to decently clothe our families, but the monopoly that provides a reduction of expenses to all concerned and also provides a successful industry that is permanent and which adds to the visible supply of the world's wealth, without injury to any individual or concern, and which returns to those who are responsible for its creation a handsome financial reward and ample security for the amount invested. Such a monopoly has my approval and the approval of every other right-thinking man. Such a monopoly is enjoyed in the great transportation and mining enterprise of the Hoosac Tunnel & Mining Co., at Idaho Springs, Colorado.

ONE HUNDRED MILLION DOLLARS PRODUCED TO DATE.

Eighty or more great gold mines that have produced to date about $100,000,000, and are still producing, have worked down to a depth where the cost of hoisting ore and pumping water out of the shafts is so great that the profits in each enterprise are gradually diminishing. In some cases the properties have had to be shut down. It is to relieve these mines of the water and of a large percentage of the excessive cost of hoisting ore, burning coal and transporting the ore after bringing it to the surface, that a tunnel is being driven through them. These mine owners will agree to pay for years to come, perpetual in some instances, so much per ton for taking the ore out through the tunnel to the railroad, and so much per month for drainage. The annual profits from the enterprise on transportation and drainage alone should aggregate from $1,000,000 to $2,000,000 on a capital stock of $1,500,000.

In addition to this the Hoosac Tunnel & Mining Co. controls one of the largest ore bodies in the entire district, estimated to contain about $14,000,000 of gold ore. It is to derive these profits from its own mines and the profits for transportation of ore and drainage of water that the company has been organized and is now in active operation.

WHAT YOU KNOW

You know that all the money wealth of the world is produced from the mines; all the gold and silver used in arts and jewelry comes out of the mines; the great railroads of the West, its great cities, its magnificent schools, libraries, churches, homes, and almost all of the vast wealth of the western states represented in improvements, and in a very high social and educational plane, and as high a degree of civilization as found anywhere in the world is a direct consequence of the products of the mines.

Many of the people in the East who know nothing but commerce or agriculture or the buying and selling of city real estate, do not always comprehend this, but you who travel more or less have certainly at some time had occasion to observe the vast importance of the mining industry, and consequently your judgment is not warped and narrowed and you are in a better position to understand the importance of the monopoly enjoyed by the Hoosac Tunnel & Mining Co., when it is more fully explained.

PROPERTIES AND PROJECTS OF THE HOOSAC TUNNEL & MINING CO.

Thirty-eight miles west of Denver on the Colorado Southern Railroad is located Idaho Springs, the place where gold was first discovered in the state (then a territory). The Idaho Springs district, in Clear Creek County and the adjacent County of Gilpin, is regarded as the richest mineral district in all the world. You cannot draw a line in any direction for more than a few rods, or a half mile at the most, without crossing numerous ore bodies, and so thickly distributed are they that in the districts of Gilpin and Clear Creek Counties, the two smallest counties in the entire state, there are said to be over 20,000 patented claims. A patented claim is one on which all assessment work has been done and the title is received from the United States Government. A claim in Colorado measures 1,500 feet long by 150 feet wide.

In addition to this enormous number of patented claims, there are probably twice as many claims that are not patented, and there are in operation several hundred producing mines, some of which have records running into many millions. These mines lay so close to one another that you draw a straight line in almost any direction for one or two miles and you will cross from 25 to 200.

THE PROPERTY.

Right in the heart of this district the Hoosac Tunnel & Mining Co., controls three patented mining claims on the great Hoosac vein, and two adjacent, a magnificent tunnel site, and right to run a transportation tunnel granted by the State of Colorado, 22 acres of placer ground, across which the waters of Clear Creek run and the Colorado Southern Railroad. The ground referred to is level and lies at the foot of Bellevue Mountain, about 100 feet above the placer land on Bellevue Mountain is the portal of the Hoosac Tunnel. The illustrations following afford a fair idea of the tunnel site and improvments.

ORGANIZATION.

The Hoosac Tunnel & Mining Co. was organized in November, 1904, under the laws of Colorado—the best state in the Union for mining companies—which laws afford the greatest protection for both the Company and its stockholders.

The Company was organized to run a transportation tunnel through Bellevue, Pewabic and other mountains for the purpose of draining the great mines located there and affording an economical outlet for their enormous ore bodies.

The Company's other purpose was to purchase (which has been done) the great ore bodies in the five patented claims on the Hoosac and other veins on the near side of Bellevue Mountain, and which ore bodies are the first to be reached by the tunnel.

INDORSED BY BANKERS, ENGINEERS, NEWSPAPERS AND MAGAZINES.

The following expressions speak for themselves:

From January 11, 1906, issue of the **Idaho Springs Mining Gazette**:—Mr. Underwood is the financial agent for the Hoosac Tunnel & Mining Company, which speaks well for the company, as Mr. Underwood has for years refused to handle any mining securities without absolute knowledge as to their values.

The fact that the Hoosac Tunnel will now be pushed with great vigor has greatly increased the value of every property through which it will pass, and the way stocks are going up argues well for the future of both the Hoosac Company and properties upon the line of its tunnel.

From January 13, 1906, issue of the **Idaho Springs Siftings-News**:—The tunnel is already equipped with a splendid plant of machinery, including a 100-horse power boiler and a ten-drill Leyner air compressor, and the mouth of the tunnel is located at a most advantageous point, being within a stone's throw of the Colorado & Southern Railway and side tracks at the mouth of Trail Creek, where coal and supplies may be delivered at a small cost. This will permit of shipping the lowest grades of ore that may be encountered, and it need never be touched with a shovel, and when broken down in the stopes can be loaded into the tram cars from the chutes, after which it may be dumped directly into the railway cars for shipment to the smelters, or thrown into the crushing machinery of the concentrating mill.

Mining men familiar with the Hoosac unhesitatingly say that it is one of the most attractive mining tunnels



MINER WORKING WITH MACHINE DRILL IN VEIN OF ORE IN RISING SUN VEIN OF THE HOOSAC TUNNEL AND MINING CO. PROPERTY.

The Ore in This Vein Assays as High as $92.00 Per Ton.

in the district, and they predict that it will become an extremely profitable proposition.

"Leslie's Weekly," in its issue of February 22, 1906, says under the caption, "Tunneling Under Gold-ribbed Mountains," an article written by Henry Shedd Beardsley, Associate Editor and Mining Expert: "It is interesting to estimate the profit of an enterprise such as that of the Hoosac Tunnel & Mining Co., in the light of the experience of other tunnels in the district. Suppose that within three miles it encountered only fifty active mines, and that each of these shipped by the tunnel only fifty tons each a day, there is a daily net profit for the tunnel company of $2,500, or $912,500 a year, but many of these mines are ready to ship ten times as much as fifty tons. The Specie Payment and Champion, which have arranged to use the tunnel, will do this, and from that source only is a profit of $500 a day. In fact, the most astonishing and remarkable features of this proposition are that there seems to be no limit to its earning capacity. It is a monopoly, but one that is a distinct benefit to those interests which it serves and which depend upon it.

* * *

"It is the nature of man to delight in the thrill and excitement of speculation. The Hoosac Tunnel combines these with a certainty of profits which comes to a railroad having all the freight that it can carry. Under the mining laws a tunnel company owns all the veins which it uncovers in its progress and which are not covered by claims staked out on the surface above. Many of the richest gold lodes ever located were 'blind veins.' There was no indication of them whatever on top, but they were uncovered far underground. What the fortunes of the Hoosac Tunnel will be in this direction, as it proceeds on its errand of relief to the great mines of Clear Creek and Gilpin Counties will be an interesting subject of speculation for those who have a financial interest in it."

"The Daily Mining Record," of Denver, under date of March 24th, in an illustrated article upon the undertaking of the Hoosac Tunnel & Mining Co., states:

"The Hoosac properties lie on Bellevue Mountain, the gateway to the richest square mile in the world, and one from which $100,000,000 is estimated to have been taken.

"The Hoosac Tunnel was started on a vein, the Rising Sun, and has followed it into the mountain for perhaps 650 feet, gaining therein a depth of 400 feet, Thursday night a round of shots exposed ore. It lies in a body of undetermined size, is of good appearance and probably of a milling grade, which means having a metallic content of $6 to $20 to the ton. A shaft sunk by former operators to a depth of 120 feet entered two feet of better ore than that in the tunnel. The mineral possibilities of the ground have been demonstrated to the satisfaction of the management, and are gaining the interest of local spectators. In the course of its journey, and about 300 feet ahead, a junction with the Hoosac vein, one of valuable mineral surrender, will be encountered. While miners are engaged in the development of these bodies, which are owned by the Hoosac Company, and the extraction of ore, the great bore will proceed.

"At this point the Hoosac Tunnel will begin the most important part of its advance. It will be turned at an angle from the present course and started in the direction of the California vein, the one from which $10,000,000 has been taken, and 100 other bodies that have surrendered from $50,000 to $5,000,000 each. It will cut these veins, one after another, as if they were so many leaves in a book. It is assumed that it won't need to cut more than half a dozen of them before a revenue may begin to run into the Hoosac treasury.

"Every holder of property on the route of the bore can operate to better advantage and with more economy through the Hoosac than through shafts which they are using to-day. Under present conditions it costs upward of $3 a ton for mining through shafts. By transporting mineral through the Hoosac, the cost will be cut in two. Under these circumstances it is not surprising that mine owners along the route of the bore have not only encouraged its advance, but have expressed readiness to make use of the avenue at as early a date as it may reach their estates.

"In the course of its drive the Hoosac will pierce the mile square of Quartz Hill, from which $100,000,000 has been taken. It will cut this and territory nearer the place of beginning at a depth of 2,500 feet. It is calculated that it will make accessible ore having a gross value of $400,000,000, the estimate being based on production to date in this section and achievements in the Newhouse, another great tunnel enterprise with much the same purpose as the Hoosac."

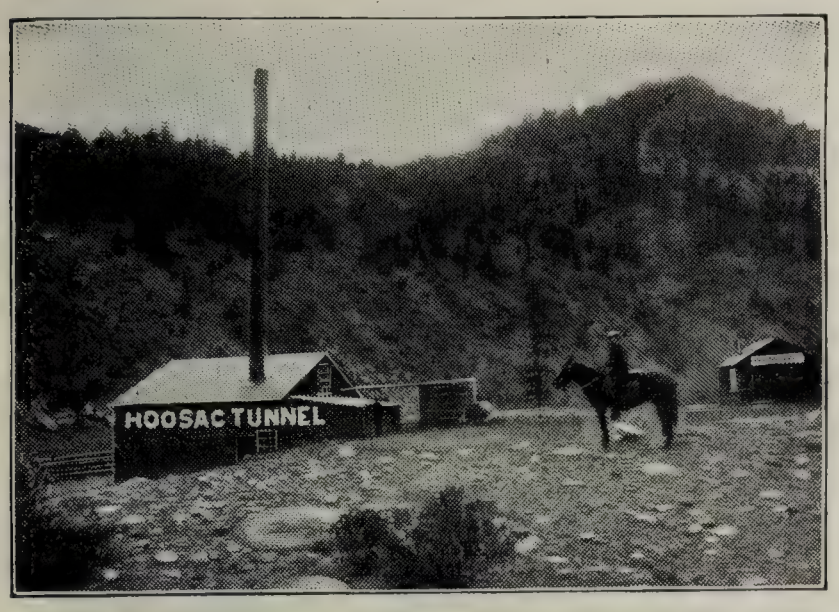
The "Mining Investor," a weekly journal for investments, published in Colorado Springs, in its issue of June 4, 1906, has a long article on the Hoosac Tunnel proposition, in which it says in every case that the Hoosac Tunnel is one of the best located and one of the best planned enterprises of Clear Creek County. It is projected to run for 4,500 feet along the Hoosac vein, and will then cross the richest portion of Clear Creek and Gilpin Counties. In speaking of the sources and revenues, aside from the mines which the Company controls, it says that the income from transporting ores from other mines will be one of the greatest sources of revenues, and will be certain, as soon as the tunnel has cut the first pay vein, after leaving its own territory.

In this regard a transportation tunnel is like a railroad. It makes a certain charge for carrying each car of ore and waste rock through the tunnel, and the saving is so great, as compared with hoisting to the surface, that the mine owners are only too glad to arrange with the tunnel company to haul their product at a price which nets a good revenue.

It also says that the Hoosac Tunnel is far enough away from the other tunnels in that vicinity to eliminate entirely the proposition of competition, because the mine owner will work from the nearest tunnel, and the Hoosac Tunnel, as projected, will pass through over 100 claims where operations can be started directly from main tunnel.

The "American Adviser," a prominent Chicago paper published in the interest of investors, in its April, 1906, issue, says:—The richest square mile on the face of the earth is pierced by 100 mines. These have produced more than $100,000,000, and the production goes on unabated.

The territory where this fabulous wealth is found lies within the state of Colorado, itself the greatest producer of minerals among all the States of the Union. Gilpin and Clear Creek are the banner counties of Colorado, and it seems that the precious ores lying concealed within the ground are inexhaustible in supply. The difficulties surrounding the old-fashioned customs of going to the top of a hill and boring downward increases the cost of extracting the ore. With every foot of depth costly hoisting machinery was required, pumps of tremendous capacity were necessary to keep the mine clear of water, and even then in some cases the influx of water



VIEW OF POWER HOUSE AND OFFICE HOOSAC TUNNEL & MINING CO.
Idaho Springs, Colorado
Directly back of power house will be seen the tracks of the Colorado Southern Railroad, which runs directly to Denver, thirty-eight miles away. All trains stop at Hoosac property on request of passengers.

was so great that the mine would have to be abandoned, valuable as the ore was. It remained for a practical man to solve the problem of how to get these ores out of this mountain with the least minimum expense, and Samuel Newhouse, now one of America's wealthiest mining men, rose equal to the occasion. Mr. Newhouse was a practical man. He was aware of the fact that the veins of ore widened and increased in their assay value as they deepened. He knew that a large part of the profits of each mine was consumed by the expense necessary for tools, fuel for hoisting machinery, pumps and other appliances connected with the shaft mining. He projected the idea of boring right in at the base of the mountain, intercepting the veins where they were richer than at the top; mining the ore upwards instead of downwards, thus doing away with all hoisting for the ore would drop by specific gravity into cars set to catch it, and all water could be drained out easily along the line of the tunnel. In addition to the profit to be derived from actual mining of the ore, Mr. Newhouse saw that this tunnel enterprise would be a vast and constantly increasing revenue from the transportation of the ore from the mouth of the shaft to the smelter or the railroad tracks.

Mr. Newhouse bored his tunnel, although the stock in his enterprise went begging in some instances for a few cents a share. Several times during the progress of the work it became necessary to suspend operations for lack of money, but when the first vein was struck at this great depth and every prediction that Newhouse had made became an assured certainty, the stock soared out of sight and out of reach. Immense wealth poured into the pockets of the men connected with the enterprise, and Newhouse became at once rich and celebrated, men who had bought blocks of stock for a mere song were made independent for life and those who had purchased only a few shares reaped large rewards.

The president of the Hoosac Tunnel proposition, Mr. E. D. Quigley, an expert mining engineer and experienced tunnel constructor and operator, recognized in the Newhouse enterprise only a pointer of what could be accomplished in this direction (referring to the Hoosac Tunnel proposition). He had the advantage of being able to profit by the mistakes and omissions of Newhouse, to take advantage of the successes made, and, in addition, was not entering the field of experiment as was Newhouse. Mr. Quigley secured control of a tract of level land, comprising about thirty-two acres, obtained a tunnel site which granted him an exclusive right to drive a tunnel at that point, and proceeded to form a company to bear the name of the Hoosac Tunnel & Mining Co. The capitalization was fixed at $1,500,000, which was only one-half of that of the Newhouse Co., and $3,500,000 less than that of another company known as the Big Five.

SOME OF THE MEN WHO KNOW.

I am appealing in this article to the sound sober judgment of a body of men who are known to be conservative, a class of men who are paid big money to use their wits, men who are away above the average run of men on a salary, in their walks of life, and as far as possible I have kept my statements well within the bounds of conservatism. I have given extracts from several publications, some of them published solely in the interests of mining and mining investments. These sources of information are not to be gainsaid, but I am going a step further, and I am going to put you in communication with some men who are literally on the ground, who know the Hoosac property and the district in which it is located. I am going to ask you, provided you wish further confirmation of the Hoosac Tunnel proposition, to write to the following gentlemen:

Mr. Wm. L. Bush, Pres. First National Bank, Idaho Springs, Colo.

Mr. C. S. Birkins, Pres. Merchants' & Miners' National Bank, Idaho Springs.

Mr. Jesse May, Secy., Idaho Springs Chamber of Commerce, Idaho Springs.

Mr. George W. Dutton, Mining Editor Siftings-News, Idaho Springs.

Mr. George E. Armstrong, Cashier Capital National Bank, Denver, Colo.

Base your judgment upon what they tell you concerning the Idaho Springs mining situation and the



VIEW ON TOP OF DUMP, HOOSAC TUNNEL & MINING CO.
Looking toward portal of tunnel.

probable profit producing power of the Hoosac Tunnel & Mining Company; for, after all, while it is a mining investment, it has all of the elements of an industrial proposition as well, a combination rarely met with in this form of investment.

The reason that I give these references is that you may have all the assistance possible from my side in your investigations of this enterprise. You may have ways and means of making your own investigations and satisfying yourself as to the worthiness of the enterprise. If so, well and good, but I want to emphasize once more the fact that this is a business proposition where the chances for failure have been practically eliminated and where the probable profits will be enormous. It is, in fact, difficult to keep within the bounds of conservatism when discussing the Hoosac Tunnel proposition, because it has so many elements of success scattered through it.

WHAT I KNOW AND WHAT I BELIEVE.

I know that all the representations made in previous pages are true. I have examined the property personally, my experts have done so for me, my attorneys have investigated the management and the character of every man connected therewith, with the painstaking, faithful and competent endeavors of Mr. E. D. Quigley, the president, and his associates, there can be no reason why the Hoosac Tunnel & Mining Co. stock should not become worth from $8 to $10 a share. In my opinion this stock is cheap at any price less than $2 a share, and the enterprise is of sufficient magnitude to permit a capitalization of from $10,000,000 to $15,000,000. Small capitalization means bigger dividends to the stockholders and is the best evidence in the world of the decency of the management and the respect it holds for the confidence and financial co-operation of the public. The capital stock of the Hoosac Tunnel & Mining Co. is only $1,500,000.00.

The Company is well financed and has enough money subscribed to carry out its projects at least for a year to come without any regard to what its earnings may be.

In anticipation of what, in my judgment, seemed to be an absolute certainty of this stock attaining a very high value, I secured during the days that this Company was being financed a large block for the benefit of my customers and others with whom I wish to do business.

A FAIR BLOCK OF STOCK IN THIS COMPANY SHOULD MAKE YOU AND YOUR CHILDREN AFTER YOU INDEPENDENT FOR LIFE.

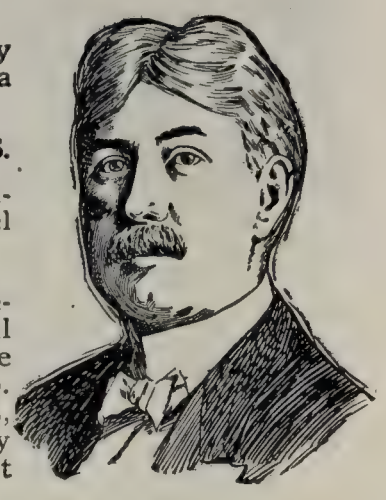
I can offer you from 10 shares up to 5,000 shares at the price of 70 cents per share cash, or 75 cents if you wish to pay for them on the installment basis of 10 per cent down and 10 per cent a month.

If you desire further particulars, write me and I will send you a prospectus of the Company and engineer's report and all other evidence that anyone could possibly desire to be thoroughly informed about an investment that it is to the advantage of any money-saver to avail himself of.

I am personally one of the heaviest stockholders in this Company and intend to remain so. I would not advise you or any other man to invest his savings where I am not willing to place mine. What little stock that I can offer the public in this enterprise will soon be taken. It will be the means of bringing to me valuable patrons, who will always remain my patrons as long as I am in business. Therefore, if interested, it would be wise for you to send in your subscription immediately. Or, if you want further particulars, write me and state how many shares you would like to have reserved pending your further investigation, and promptly on receipt of your inquiry I will send you all the additional information that I have at hand.

J. A. TOWNSEND,

Capitalist, Who Personally Investigated and Purchased a Large Block of Stock.



Chicago, Jan. 18, 1906.

Pierce Underwood, Chicago, Financial Agent Hoosac Tunnel & Mining Co.

Dear Sir:—I am glad to report that I have made a careful and personal investigation of the Hoosac Tunnel & Mining Co. enterprise of Idaho Springs, Colorado, and found it not only all you represented it to be, but better.

I have sent you my subscription for myself and friends for a large block of this stock, which speaks for itself.

Yours with congratulations,

J. A. TOWNSEND,
Old Colony Bldg., Chicago.

E. D. QUIGLEY, President of the Hoosac Tunnel & Mining Co., Idaho Springs, Colo.



To Whom it may Concern:

This is to certify that I have known Mr. E. D. Quigley for the past eleven or twelve years, and it affords me pleasure to say that he is a thoroughly reliable gentleman in every particular. Mr. Quigley is a mining man of large experience, and has been eminently successful in the various enterprises in which he has engaged. He bears an excellent reputation for energy and conservatism, and he carries with him the best wishes of the undersigned for the future.

Very respectfully,

G. E. ARMSTRONG,
Asst. Cashier, Capitol National Bank, Denver, Colo.

H. P. DICKINSON, Mining and Metallurgical Engineer, 355 Dearborn Street, Chicago.



"In my judgment the Hoosac Tunnel & Mining Co. has all the foundations for a permanent and exceedingly profitable business. It is thoroughly conservative and the element of safety for those investing in it is practically absolute.

"You need have no hesitancy whatever in advising your friends and others to invest in the stock of the Hoosac Tunnel & Mining Co.

H. P. DICKINSON,
Mining Engineer."



VIEW OF DUMP OF HOOSAC TUNNEL & MINING CO.
Man on horse is H. P. Dickinson, the superintendent. Buildings include stable, powder house, blacksmith shop and tool house.

The Company's further object is to erect a concentrating mill at the tunnel portal for the purpose of concentrating the values of the ore coming through the tunnel, thus economizing in freight for the various mine operators, as the values from five to nine tons of ore can be concentrated into one ton, the concentrates then to be shipped to the smelters at Denver at an enormous saving in freight to the mine operators. The ore bodies along the line of the tunnel are so dense that it will require from fifty to a hundred years to carry them out to the mill and railroad. It was for this purpose that the Hoosac Tunnel & Mining Co. was organized and has been successfully financed.

The estimated earnings of such an undertaking can be appreciated by the following table which is based upon the production of but ten mines:

ESTIMATED EARNING CAPACITY OF THE HOOSAC TUNNEL & MINING CO.

Transportation of ore, 500 tons per day from 10 mines, 5,000 tons, at $1.00 per ton	$5,000
Furnishing power, light and transportation for miners, per day	250
Assaying, sampling, blacksmithing and general service, per day	150
Milling and the sale of ore and concentrates, per day	250
	$5,650

ESTIMATED EXPENSES OF THE HOOSAC TUNNEL & MINING CO.

Operating expenses of tunnel, wages, supplies, power, etc., per day	$ 350
Operating expenses of mill, sampling works, assay office and blacksmith shop, per day	100
Office and miscellaneous expenses, per day	50
	$500

Making net daily profits of $5,150, or $1,879,750 per annum.

These figures need not be discounted one cent, because the estimate is based upon only a small fraction of the total annual business to be done and does not include the product of the earnings of the Company's own mines.

I have purposely omitted the Company's own mine from these estimates, not because it isn't good, but because the earning power of the enterprise is so great without it that figures showing the probabilities in this direction seem unnecessary. Our tunnel is now in about 900 feet. About half way in we cut what is either a feeder of the big Hoosac vein or an entirely distinct cross-vein, and a carload of ore shipped from here gave returns of something over $40 per ton, net. The tunnel is now within about 200 feet of the great Hoosac vein and should reach that vein in about thirty days. The Hoosac ore body is thoroughly well defined and the outcrop is traceable for 4,500 feet within the Company's lines and for many miles beyond in each direction. Wherever this vein has been developed, exceedingly satisfactory values have been uncovered, and it is entirely reasonable to suppose that these conditions will obtain within the holdings of the Hoosac Tunnel & Mining Company's ground. Conceding this, the values so blocked out will amount to practically $24,000,000, figuring the ore body to be 4,500 feet long, the vein, cut at a vertical depth of 800 feet, and allowing for a width of 2 feet. Figuring 6 cubic feet to the ton gives 1,200,000 tons, and an average value of $20 per ton gives the amount spoken of. This ore can be mined and marketed at an average cost of less than $8 per ton, leaving a net profit of $14,400,000. This is entirely aside from and in addition to the profits that will be derived from the operations of the transportation tunnel and the mill.

The profit possibilities of this enterprise are enormous, but are no greater than others of a similar nature now in successful operation. The income is practically perpetual and an investment in the stock of the Hoosac Tunnel & Mining Company should soon become a permanent, profitable estate. We could cite many examples of immensely profitable transportation tunnels but a few will suffice. Among the big successes are the Revenue Tunnel, at Ouray, Colorado, the Highland Boy Tunnel, near Salt Lake, Utah, and the Newhouse Tunnel (to which we refer later), at Idaho Springs.



VIEW OF PORTAL OF TUNNEL, HOOSAC TUNNEL & MINING CO.
Looking toward portal of tunnel.

On a previous page is an extract from a complete report made for Mr. Underwood after a thorough examination of the Hoosac Tunnel & Mining Co. enterprise by Mr. H. P. Dickinson, who is one of the best known mining engineers and was formerly Assayer, Rio Grande Smelter, Socorro, New Mexico; Assayer, St. Louis & Zacatecas Ore Co., Jiminez, Mexico; Manager, Calumet Smelting & Refining Co., Chicago; Consulting Mining and Metallurgical Engineer, Denver, Colo.; Assayer in charge of Ore Shipments from the Revenue Tunnel Mines Company, of Ouray, Colo., and the Commodore Mining Co., of Crede, Colo., at Pueblo, Colo.

FROM ONE OF MANY STOCKHOLDERS.

Metropolis, Ill., 3-22-06.

Mr. Pierce Underwood, Chicago, Ill.

Dear Sir:—I have recently returned from a week's visit to Idaho Springs, where I went, as you know, to inspect the properties and operations of the Hoosac Tunnel & Mining Co., in connection with the anticipated purchase of several thousand shares of capital stock.

I beg to say that I have found the conditions of the Company and its properties exactly as they were represented to me. I believe the enterprise will be the success you anticipate for it, and I am pleased to assure you that several of my friends, including myself, will be substantial stockholders in your Company.

Assuring you of my esteem and hearty co-operation in behalf of the best interests of the enterprise, I am,

Yours truly,
J. W. WHITNEY.

FINANCIAL CONDITION.

The Hoosac Tunnel & Mining Co. discounts all its bills and has in the treasury cash and other monies available, more than $40.000. There are no controversies or differences in management or in regard to the properties. The enterprise is as perfect an industrial undertaking as is possible.

At the annual meeting held in Denver, on June 18, 1906, the following officers and directors were elected:

E. D. Quigley, Denver, President and Treasurer.

C. A. Thompson, Denver, Secretary.

H. P. Dickinson (the engineer that originally examined the properties and since became a stockholder), Idaho Springs, Vice-President and General Manager.

Frank J. Booth, Denver, Real Estate and Investments, Director.

H. W. Harrington, Attorney, 153 La Salle St., Chicago, Director. The officers named are also directors, there being a total of five directors.

The most rigid analysis that you or your attorney or your bank can make will prove this organization, its officers and directors, deserving of your fullest confidence and co-operation. I can recommend the Hoosac Tunnel & Mining Co. without qualification, and I am endorsing this enterprise as an investment for you because I know whereof I speak and I back my own judgment in this matter with my own money to the extent of many thousands of dollars. I shall remain a stockholder in all likelihood for my entire business career, as the enterprise is one that in my judgment will pay dividends, and large dividends, for the next two generations.

Naturally, men like yourself are preferred as stockholders in any organization, for when you are sure you are right you become a center of influence in favor of the enterprise, and as such, you become an important factor in behalf of any institution in which you may be interested financially.

Following is my personal guarantee to act in the capacity of selling agent, to dispose of your stock for you in the event you do not choose to hold it. There is no more agreeable business than buying and selling this particular stock on commission. I will be pleased to fill your order now at the present low price, and would advise your immediate and favorable consideration of the matter, as this stock will, I believe, surely advance within the next thirty days.

For your convenience I attach herewith coupon to be filled out and sent with your remittance, **cash or installments.**

Address PIERCE UNDERWOOD, Specialist in Profitable Investments, 140 Dearborn St., Chicago.

MY GUARANTEE.

If you buy this stock (and you will if you know when you're well off), I will agree to sell it for you at the end of twelve months, if you are not then satisfied that it is the safest and most profitable investment you ever made, or if for any other reason you do not wish to remain a stockholder in the Hoosac Tunnel and Mining Company.

PIERCE UNDERWOOD.

SYSTEM COUPON.

.....1906

PIERCE UNDERWOOD,
140 Dearborn St., Chicago:

DEAR SIR: I hereby agree to purchase .....Shares

of the Capital Stock of the HOOSAC TUNNEL & MINING CO., Idaho Springs, Colorado, and agree to pay you.....

.....per share (70c per share if your remittance pays your subscription in full, or 75c if you pay on installments of 10 per cent now and 10 per cent per month).

I enclose herewith my remittance for .....
Please acknowledge receipt.

Yours truly,

Name .....

Address .....

NOTE: No order for less than ten shares will be accepted. If you have $7.00, or can save $1.50 a month for five months, you can own ten shares in the Company. More if you can pay for them. Don't delay. Subscribe for all you can pay for, either at once or on monthly installments. YOU WONT REGRET IT. This stock is fully paid and non-assessable.

Please mention The Business Man's Magazine when writing to advertisers.

Continued from page 105.

Rochester's Most Progressive Clothing Manufacturers.

Rochester has earned a reputation throughout the United States as a producer of high grade clothing. This reputation is based on the product of such concerns as the Hickey & Freeman Co. Although the Company itself has been in business only seven years, its various members have been identified with the clothing industry for many years past and have brought into the business, energy, capital and knowledge of what makes good clothing, and a desire to produce the best. which has placed them in the fore front of Rochester's famous clothing industries,



Time was when no one purchased ready made clothing except through the necessity of cheapness. The buyers of Hickey & Freeman Co.'s clothing have come to realize that their study of the manly form in its various lengths, breadths and thicknesses, have enabled them to produce garments for men that not only fit as well but better than the regular custom tailor can fit them. The materials are superior and the detailed workmanship on them is far in advance of that turned out by the individual tailor, for the reason that in a large establishment like theirs they can afford to employ higher priced men to plan and oversee the work, and, since their clothing must stand on its own merits before the public, every garment is turned out of uniform quality and finish. These are the practical reasons why thousands of men are today wearing Hickey & Freeman Co.'s clothes who have for years thought that they could be well dressed only through the good offices of the local tailor.

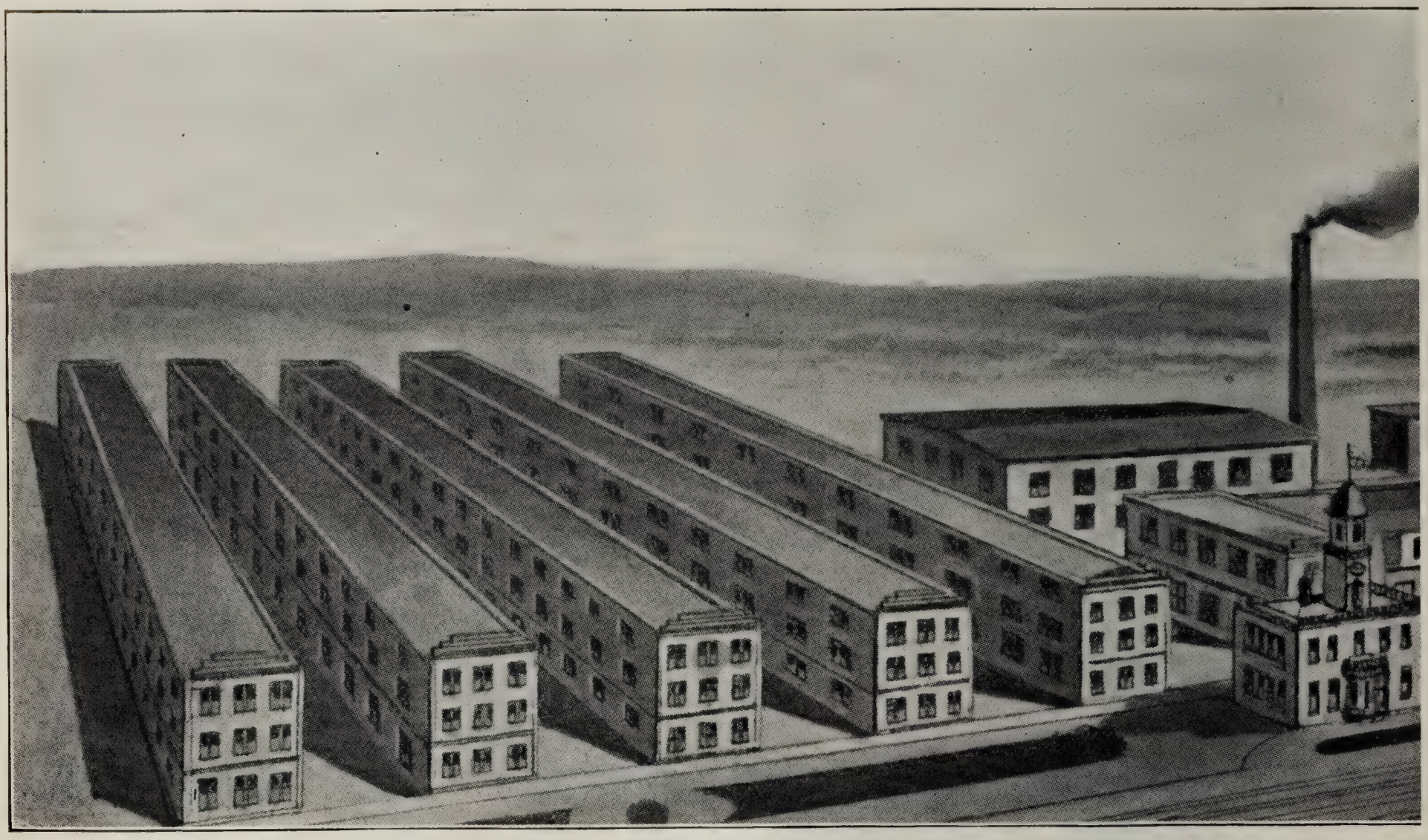
The saving in expense and the absolute knowledge that every Hickey & Freeman Co. garment is down to the latest moment as to style is an argument that few sensible men will put aside. If no dealer in your town carries Hickey & Freeman Co.'s clothes—"The Best Worn—Worn By the Best"—write to the Hickey & Freeman Co., Rochester, N. Y., and they will send you their autumn and winter style book for 1906 and 1907 and will see that you are supplied. This style book is a work of art and will be of material assistance to the man who desires to appear well dressed.

A Protector That Protects.

The frequency of raised checks reports which appear in newspapers, should cause every man who draws a check to stop, look and listen. This manner of raising money seems to be a favorite method both of the inexperienced clerk and the adept forger as well. A visit to the office of G. W. Todd & Co., manufacturers of the Protectograph, Rochester, N. Y., will repay anyone if they are at all dubious about the safeguarding of checks by any other method than the Protectograph way for all other methods of check protection is proved absolutely worthless. The Protectograph is a marvel of mechanical excellence which perforates the limiting amount clear through the paper and into the minute threads, absolute indelible ink is forced.

If the Protectograph had not proved it is the only absolute protection, it is hard to suppose that it would today be in use in over 80 per cent of American banks as well as the majority of the greatest business institutions of the world.

Anyone interested, everone who draws a check certainly is, should write for a very interesting booklet on the subject, which will be sent free by simply addressing G. W. Todd & Co., 7 Exchange St., Rochester, N. Y.



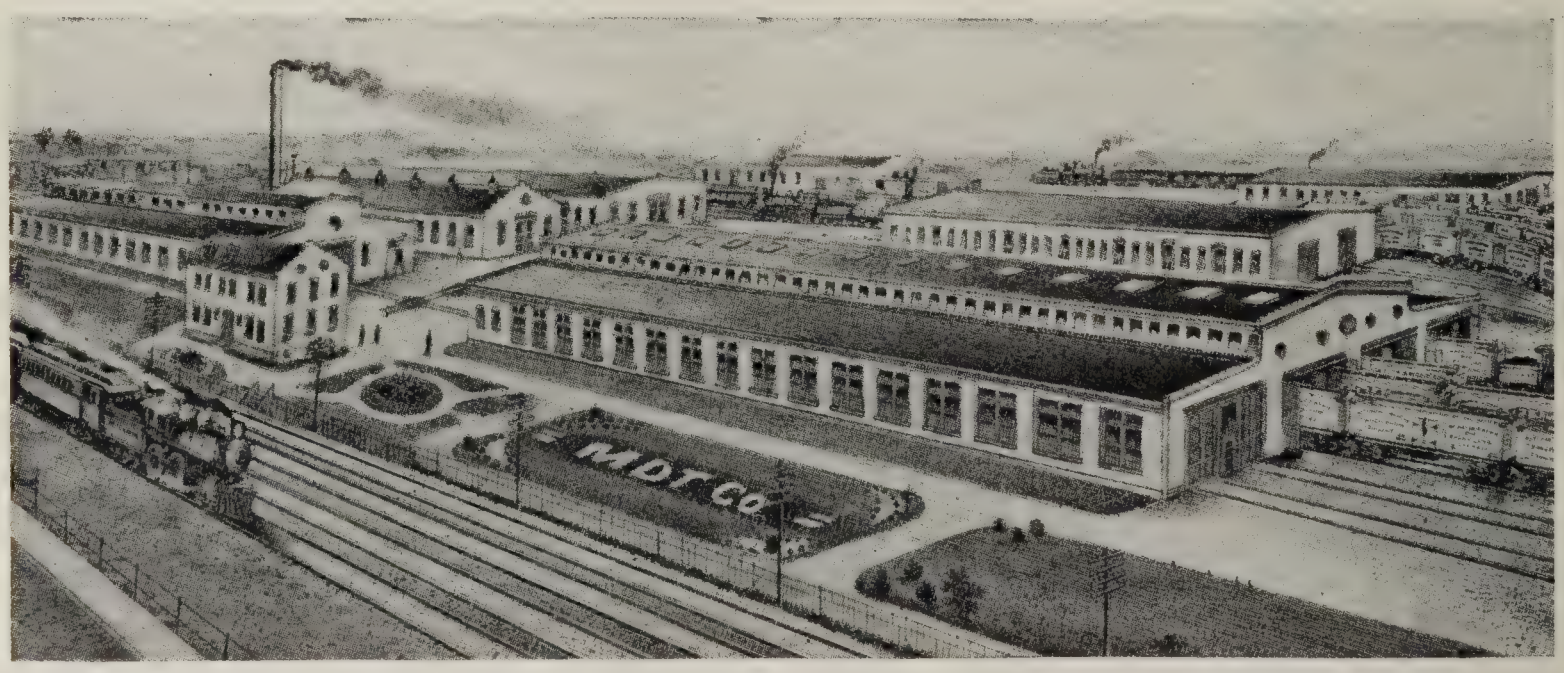
LARGEST PIANO MANUFACTORY IN THE WORLD, BUILT OF SOLID CONCRETE REINFORCED

EAST ROCHESTER

is a suburban district of the city of Rochester, as the name would indicate.

East Rochester is located on the main line of the New York Central Railroad, over which pass 147 trains daily, seventeen stopping to land and receive passengers. It is also on the West Shore Railroad and the Rochester, Syracuse and Eastern, the latter a new double tracked, high speed electric road, which connects the two cities. The new barge canal, now in course of construction at a cost of $101,000,000 is surveyed to pass through East Rochester. East Rochester is but ten minutes' ride from Rochester, thus affording its inhabitants all the privileges and pleasures of a metropolitan city.

East Rochester is a manufacturing district, a manufacturing district in the strictest sense of the word, and among its industries are many concerns of national and world wide reputation, notably The Foster-Armstrong Piano Company, the largest manufacturers of pianos in the world; The Ontario Grain Drill Works, The Pierce Chemical Works, The Brainerd Brass Manufacturing Company, and others of equal prominence. The Merchants' Dispatch Transportation, whose refrigerator cars traverse every railroad



MERCHANTS DESPATCH REFRIGERATOR CAR SHOPS IN FULL OPERATION AT DESPATCH, N. Y.



WITH STEEL. "CAN'T BURN UP—CAN'T FALL DOWN." CAPACITY 25,000 PIANOS A YEAR.

on the northern continent of America, is located in East Rochester.

East Rochester gives employment to thousands, practically all the labor being skilled labor, the aggregate pay-roll is greater by far than those of many cities ten times its population.

East Rochester is an ideal location for manufacturing plants because its transportation facilities are unsurpassed, because it has good water power, water absolutely pure and in inexhaustible quantities. East Rochester is an ideal spot for the home builder. It is situated in the center of a veritable garden, surrounded by farms, orchards and vineyards and within a few minutes' ride of the numerous resorts of Lake Ontario and its tributaries. The streets of East Rochester are improved, being wide, well shaded and sidewalked. The systems of sewage and supply of pure water are perfect. There are churches of various denominations, hotels, fine stores, and in fact everything that goes to make life pleasant and happy. The school system compares favorably with that of any city in the country and the fire department affords ample protection.

The growth of East Rochester has been phenomenal, still a healthy growth, in no sense that of a "boom town." Its foundation is substantial. It is erected upon progressive, commercial activity, and enjoys the unique distinction of having a greater percentage of "home owners" than any city in the country.

East Rochester was founded by the Vanderbilt Improvement Company, which is composed of Rochester business men, who for years realized the natural advantages of East Rochester, and the possibilities of making it one of the most attractive, modern home and manufacturing cities of the country. Hundreds of thousands of dollars have been spent in building sewers, water works, gas and electric plants, paving, side-walks, schools, hotels, stores, residences, etc., and many of these improvements were made before public notice was given.

The Vanderbilt Improvement Company want to increase the population of East Rochester as rapidly as possible, and in order to do so make the following very attractive proposition.

OUR PROPOSITION.

We have for sale choice lots within the corporate limits of East Rochester, which we are offering at the rate of $395 per lot. There is nothing unusual about this, but when we tell you, as an additional inducement to purchase one of these lots, we will give you a piano on the following conditions, that you send us remittance for $395, whereupon we will send you a clear title to the lot you select and a "Rochester" upright piano, which for excellence of workmanship, sweetness of tone, durability and general appearance is pronounced the equal of any $400 piano in the world, with a full guarantee of satisfaction or return of your money. If it is not convenient for you to remit the entire amount in one payment, state your circumstances and we believe we shall be able to arrange a plan of payment satisfactory to you.

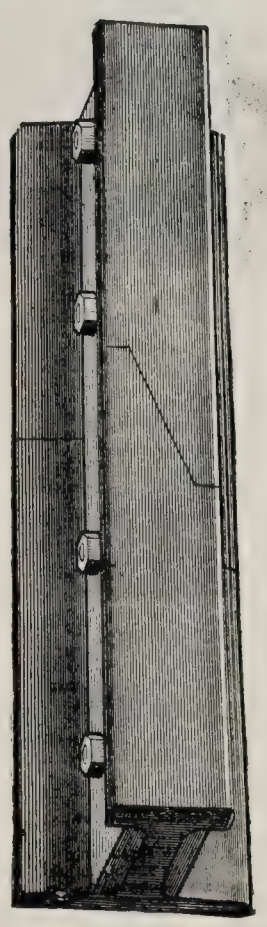
Upon request we will send you a comprehensive history of East Rochester, maps, half-tone pictures, blank contracts and references, and will cheerfully furnish you with whatever additional information you may wish pertaining to East Rochester and its development

The Vanderbilt Improvement Company, Chamber of Commerce Bldg., Rochester, N. Y.

Here is a Safe and Sane Investment that will Multiply Your Money in One Year

YOU are aware, undoubtedly, that holders of Eastman Kodak stock in Rochester, and elsewhere, grew rich *in ten years* from small investments. One stock-holder made $100,000 from an investment of $1,000. What has been done can be done again, and if you purchase stock of The Improved Rail Joint Company you are certain to realize handsomely on your investment.

With the immense demand for this Rail Joint $100 should earn $900 in one year after we begin cutting rails.



Rail Joint Closed as on Railroad

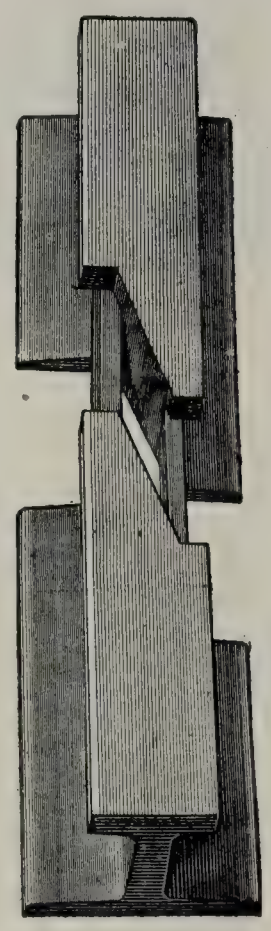
The Improved Rail Joint has solved the problem of safety and comfort to the traveler, and economical maintenance of track, road-bed and rolling stock to the rail-roads. Its use and adoption by every rail-road in the civilized world, both steam and electric, is assured and merely a question of time.

The Improved Rail Joint is already in use, having been severely tested on several of the prominent rail-roads of the country, where traffic is heaviest; where the greatest number of trains are hauled and where the tonnage of same is greater than on any rail-road in the country.

It has received the heartiest endorsement of all prominent engineers and officials who have seen it—and all that is now required to place the Improved Rail Joint in general use is capital to construct machines for economically cutting the joint.

It is the desire of this company to hasten its general adoption by providing facilities for its cutting, and to this end a limited number of shares will be sold, the proceeds from same being devoted to the manufacture of machines for that purpose. Stock will be sold direct to investors, rather than through any stock jobbing interests, thus limiting the same and the market.

We give below a few letters from men prominent in railway affairs, whose opinion and endorsement carry weight, and through which the future of the Improved Rail Joint Company may be seen.



Cut Rail Joint Showing Mechanism

We are selling shares in The Improved Rail Joint Co. at $10 each and in view of the enormous amount of railroad construction that will be done in the next two years it is reasonable to suppose that the value of these shares will triple in one year's time. Don't be pessimistic. Don't put this down as an ordinary stock proposition. The Business Man's Magazine accepted this advertisement only after a thorough investigation, and we appeal to men who are optimistic enough to believe that the world progresses and are informed enough to know that the simplest inventions have always been the best money makers. We want every reader of The Business Man's Magazine to send for our prospectus, which is brimful of information regarding The Improved Rail Joint. We will send it free for the asking.

Just Drop a Postal to

The Improved Rail Joint Co., Rochester, N. Y.

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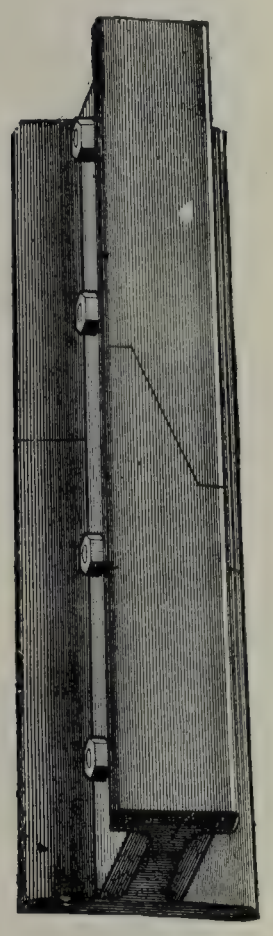
What Some Prominent Engineers and Officials Have to Say About the Improved Rail Joint

William E. Hoyt, assistant and consulting engineer of the New York Central Railroad, writes as follows to the Improved Rail Joint Company:

GENTLEMEN:—I have examined with great care the device shown me by your secretary and I believe it to be a valuable invention. The joint is free from most obvious defects of similar designs intended to lessen the wear of the rails and the shock of impact to rolling stock, and I can see no reason why it should not prove to be successful in its application and use generally. Mr. Gavin, the inventor, was in my employ for fifteen years and he has had long experience and has acquired much skill in track work. I trust you may meet with much favor in the introduction of your device to all railway officials, and with good wishes for your success, I am, Yours very truly, WM. E. HOYT.

J. H. Barrett, General Superintendent of the Buffalo, Rochester & Pittsburg Railroad, wrote:

GENTLEMEN:—I beg to advise that I have carefully looked into the model of your improved rail joint and am very favorably impressed with it. The model would indicate that it was the best joint in existence. We will take pleasure at once in fitting a piece of our track with it, in order to give it a practical test in the vicinity of Rochester. We think it is nearer the continuous rail than anything in existence. Yours truly, J. H. BARRETT, General Superintendent.



Rail Joint Closed as on Railroad

Only recently the Buffalo and Susquehanna Railway Company showed a voluntary interest in the Improved Rail Joint by inquiring of Mr. Frederick Heis, roadmaster of the Manhattan Elevated road in N. Y. City, about the invention. Here is the letter:

DEAR SIR:—It is reported to me that you are familiar with the Improved rail joint and that the same is in use on the Manhattan Elevated Railroad. If I am not troubling you too much, I would like very much to know your views in regard to this joint. Yours truly, C. W. GOODYEAR, Vice President.

This was the reply:

Interborough Rapid Transit Co., New York, Nov. 26, 1905.
Mr. C. W. Goodyear, Vice President,
Buffalo & Susquehanna Ry. Co., Buffalo, N. Y.

DEAR SIR:—Replying to your letter of the 23rd inst., relative to the Improved rail joint, which is in use on the Manhattan Elevated Railroad, I will say that we have this joint in use on a section of the road where we average a 6-car train passing over it every two minutes continuously. The object of this joint is to give a continuous rail and avoid the pounding at joints. I am very much pleased with this joint and think it is the closest approach to the result desired that I have found on the market. Yours truly, FRED'K HEIS, Road Master.



Cut Rail Joint Showing Mechanism

What Mr. T. J. Nichols, former superintendent of the Rochester Street Railway System, has to say of the need of the improved rail joint:

"For many years I tried to devise some way of saving the ends of rails. I have spent hours watching freight trains passing over rail joints. I have noticed after a rain when the ground would be soft, the tie holding the end of one rail would sag from the weight of a wheel passing over it, leaving the other rail elevated, the wheel striking this constantly. This chips the rail and jars the rolling stock. With the Gavin Improved Joint it is impossible. Before the wheel leaves one rail it is on the other and there is no chance to chip or pound the ends."

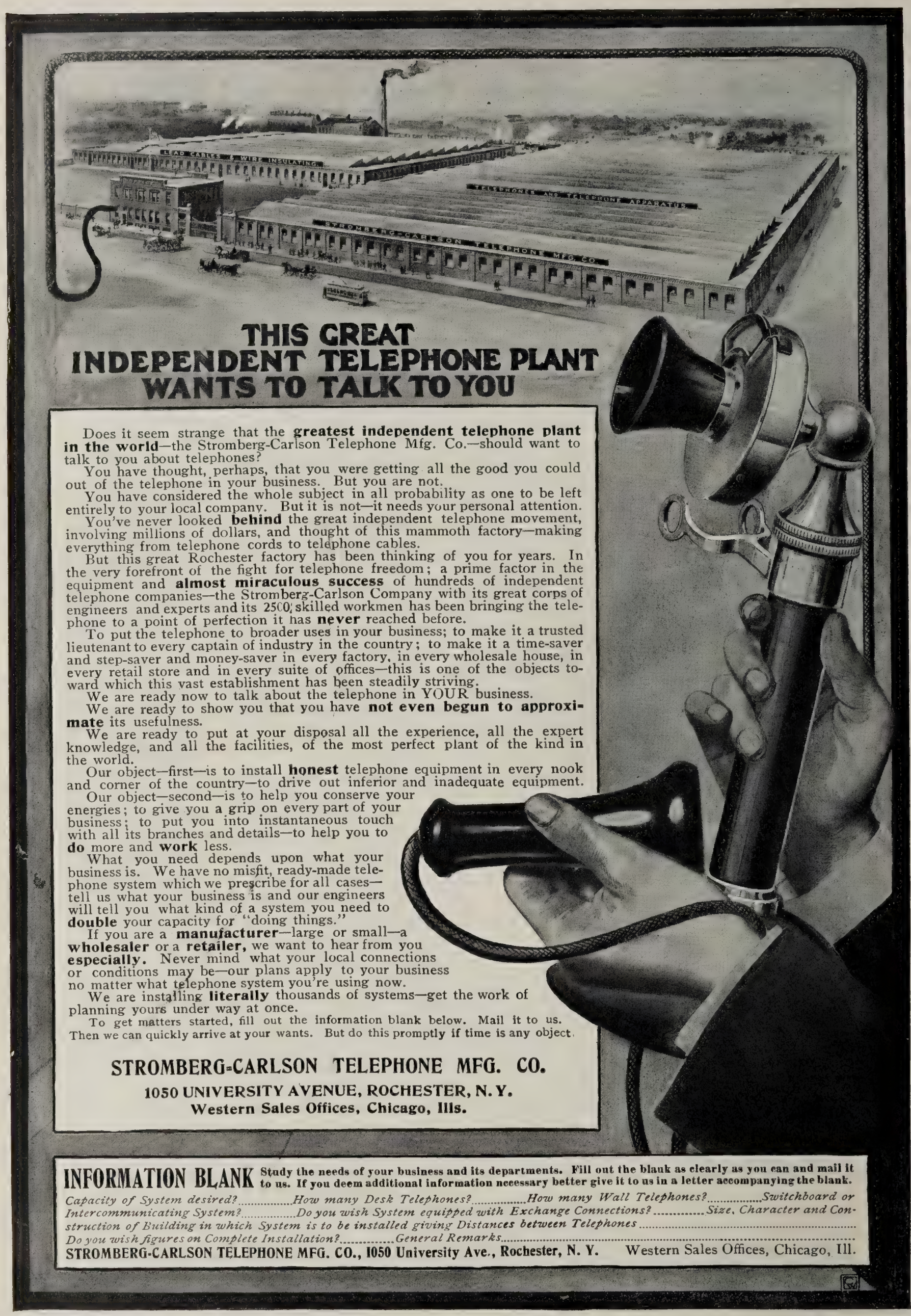
Showing how easy it will be to get into shape for manufacturing the Improved Rail Joint a letter to Inventor Gavin from the Ajax Mfg. Co. of Cleveland may be quoted:

DEAR SIR:—Replying to yours of recent date, would say it will take from six to eight weeks to furnish a machine suitable for shearing rails for your needs. Very truly yours, The Ajax Manufacturing Co. J. R. BLAKESLEE, JR., Vice Pres.

Address All Communications to

The Improved Rail Joint Co., Rochester, N. Y.

SEND FOR PROSPECTUS TODAY



THIS GREAT INDEPENDENT TELEPHONE PLANT WANTS TO TALK TO YOU

Does it seem strange that the **greatest independent telephone plant in the world**—the Stromberg-Carlson Telephone Mfg. Co.—should want to talk to you about telephones?

You have thought, perhaps, that you were getting all the good you could out of the telephone in your business. But you are not.

You have considered the whole subject in all probability as one to be left entirely to your local company. But it is not—it needs your personal attention.

You've never looked **behind** the great independent telephone movement, involving millions of dollars, and thought of this mammoth factory—making everything from telephone cords to telephone cables.

But this great Rochester factory has been thinking of you for years. In the very forefront of the fight for telephone freedom; a prime factor in the equipment and **almost miraculous success** of hundreds of independent telephone companies—the Stromberg-Carlson Company with its great corps of engineers and experts and its 2500 skilled workmen has been bringing the telephone to a point of perfection it has **never** reached before.

To put the telephone to broader uses in your business; to make it a trusted lieutenant to every captain of industry in the country; to make it a time-saver and step-saver and money-saver in every factory, in every wholesale house, in every retail store and in every suite of offices—this is one of the objects toward which this vast establishment has been steadily striving.

We are ready now to talk about the telephone in YOUR business.

We are ready to show you that you have **not even begun to approximate** its usefulness.

We are ready to put at your disposal all the experience, all the expert knowledge, and all the facilities, of the most perfect plant of the kind in the world.

Our object—first—is to install **honest** telephone equipment in every nook and corner of the country—to drive out inferior and inadequate equipment.

Our object—second—is to help you conserve your energies; to give you a grip on every part of your business; to put you into instantaneous touch with all its branches and details—to help you to **do** more and **work** less.

What you need depends upon what your business is. We have no misfit, ready-made telephone system which we prescribe for all cases—tell us what your business is and our engineers will tell you what kind of a system you need to **double** your capacity for "doing things."

If you are a **manufacturer**—large or small—a **wholesaler** or a **retailer,** we want to hear from you **especially.** Never mind what your local connections or conditions may be—our plans apply to your business no matter what telephone system you're using now.

We are installing **literally** thousands of systems—get the work of planning yours under way at once.

To get matters started, fill out the information blank below. Mail it to us. Then we can quickly arrive at your wants. But do this promptly if time is any object.

STROMBERG-CARLSON TELEPHONE MFG. CO.

1050 UNIVERSITY AVENUE, ROCHESTER, N. Y.

Western Sales Offices, Chicago, Ills.

INFORMATION BLANK **Study the needs of your business and its departments. Fill out the blank as clearly as you can and mail it to us. If you deem additional information necessary better give it to us in a letter accompanying the blank.**

Capacity of System desired?.....How many Desk Telephones?.....How many Wall Telephones?.....Switchboard or Intercommunicating System?.....Do you wish System equipped with Exchange Connections?.....Size, Character and Construction of Building in which System is to be installed giving Distances between Telephones.....

Do you wish figures on Complete Installation?.....General Remarks.....

STROMBERG-CARLSON TELEPHONE MFG. CO., 1050 University Ave., Rochester, N. Y. Western Sales Offices, Chicago, Ill.

UHL ART STEEL FURNITURE

DON'T HURRY PAST THIS "AD"

UHL ART STEEL FURNITURE



Revolving Steel Desk Stool

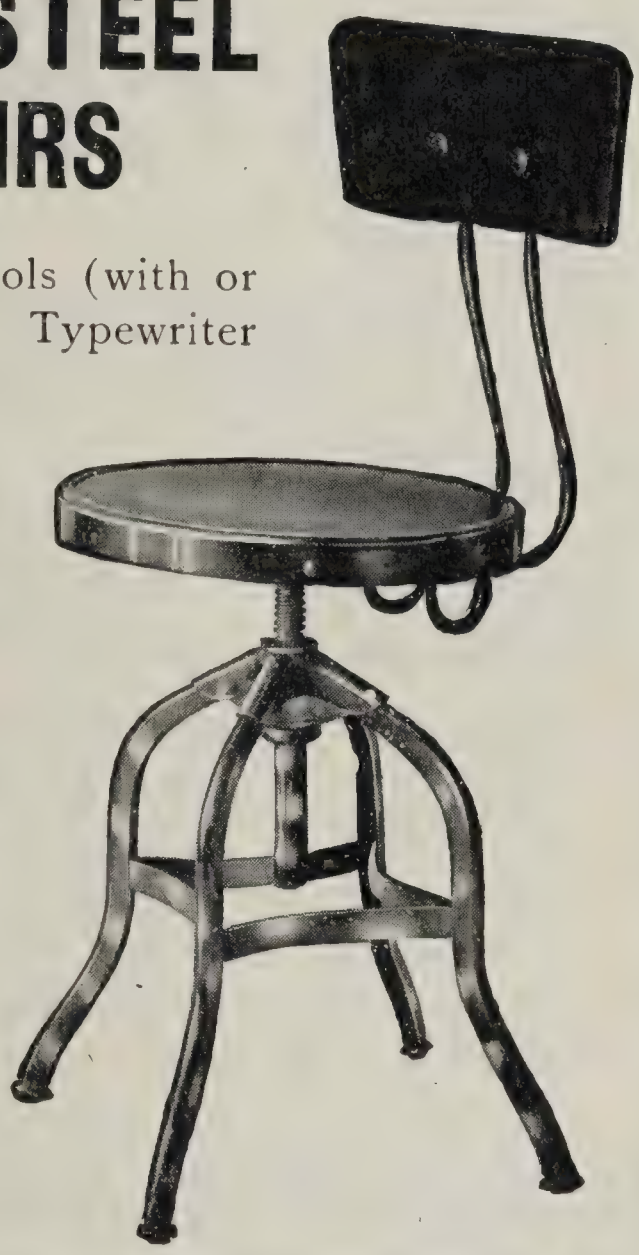
(with or without back)

IT TELLS of something new—entirely new—in steel office furniture construction. Wood was all right yesterday, but this is the day of steel construction. Steel, mind you—not wire or strap iron—but staunch indestructible cold rolled U steel that simply can't and won't sag, bend or break.

UHL ART STEEL OFFICE CHAIRS

These Steel Office Stools (with or without back) and Steel Typewriter Chairs are made without nut or bolt or breakable joint.

They will literally last forever, weigh not an ounce more than the average wooden chairs. Pronounced by hundreds of users the most economical, sanitary and ornamental chair in the world for offices, stores, etc., with simple locking device allowing seat to revolve without raising or lowering the screw. In keeping with most modern office appliances and systems devices.



Adjustable Spring Back Typewriter or Office Chair

COST NO MORE THAN UGLY CLUMSY WOODEN CHAIRS

Ask your Dealer and if he can not supply you write us and send Dealer's name.

UHL ART STEEL FURNITURE

The Toledo Metal Furniture Company

125 S. HURON ST., TOLEDO, OHIO

UHL ART STEEL FURNITURE

Please mention The Business Man's Magazine when writing to advertisers.



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¶ If you are a successful business man you advertise in some way.

¶ Whether you are interested in us or we in you depends on your present facilities for getting the greatest possible results from every dollar you spend for advertising.

¶ If you can use selling plans, bright original business-getting copy, the best of service in buying and placing your space we would like to have you know what we have to offer.

¶ We have for many years handled some of the choicest advertising accounts in America.

FRANK SEAMAN, Inc.

Western New York Branch, Rochester, N. Y.
707 CHAMBER OF COMMERCE BLDG.

L. B. ELLIOTT, Resident Director

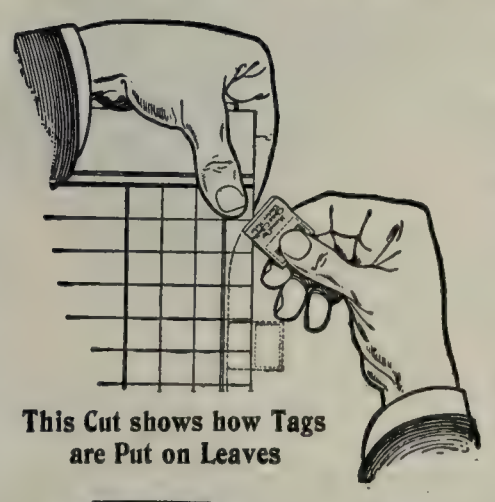
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Smith's Adjustable Index Tags

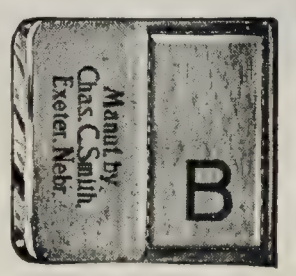
"SAVE 20% OF A BOOK-KEEPER'S TIME"



This Cut shows how Tags are Put on Leaves

Description: Steel clips, enclosed in leather tabs, on which any inscription may be written or printed. They can be instantly slipped on a leaf, or card, and hold with a vise-like grip, but do not tear or mark the leaf. They can be quickly removed to another page or to a different book if you wish.

Besides the tags to write on, we carry in stock over 1,000 different kinds of printed tags.



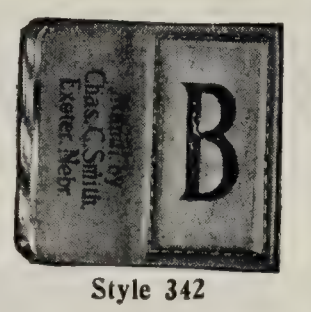
Sty.e 341

ALPHABETS



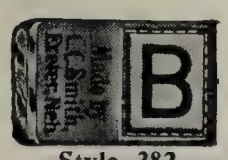
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We make 13 different adjustable alphabets. The letters from A to Z (including Mc) are made in five styles, on four sizes of tags.



Style 342

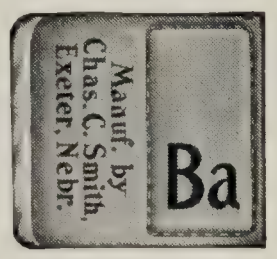
Sub-divided Alphabets are made in eight different sets ranging from 26 to 200 sub-divisions of the alphabet (fifteen tags, overlapped extend only six inches).



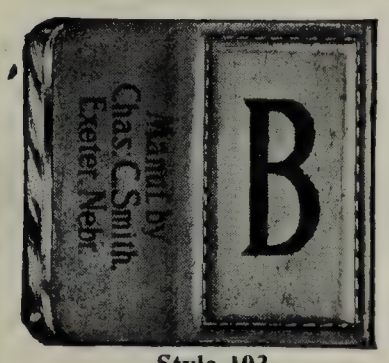
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Absolutely the best index for loose leaf books.

Accounts: The names of over 70 of the most used accounts.



Sub-divided Alphabet made in sets ranging from 26 to 200 subdivisions of the alphabet



Style 103

Cities: The names of 75 of the largest cities.

States and Territories: Fifty names.

Numbers: In four styles and sizes.

Months: In four styles and sizes.

Printed to order: We print to order, promptly and at moderate expense, tags with any desired inscription.

We Guarantee Every tag to be perfect in material and construction, and to **pay for itself** in the time saved by its use.

We prepay transportation, and will send tags to any responsible person or firm on trial, to be returned if not found profitable.

We have never found an office so large and but few so small but that at least a few of our tags could be profitably used. Fill out the coupon, mail it with your letter-head and receive our catalogue and price list showing how YOU can save time and labor. Sample tag for 5 cents.

Dept. "A" CHAS. C. SMITH, Mfr.

EXETER, NEBRASKA

Cut off here and mail TO-DAY—Don't Delay

DEPT. A, CHAS. C. SMITH, Exeter, Nebraska

Please send your circulars and price list free. Enclosed is 5 cents for sample tag. 10-06

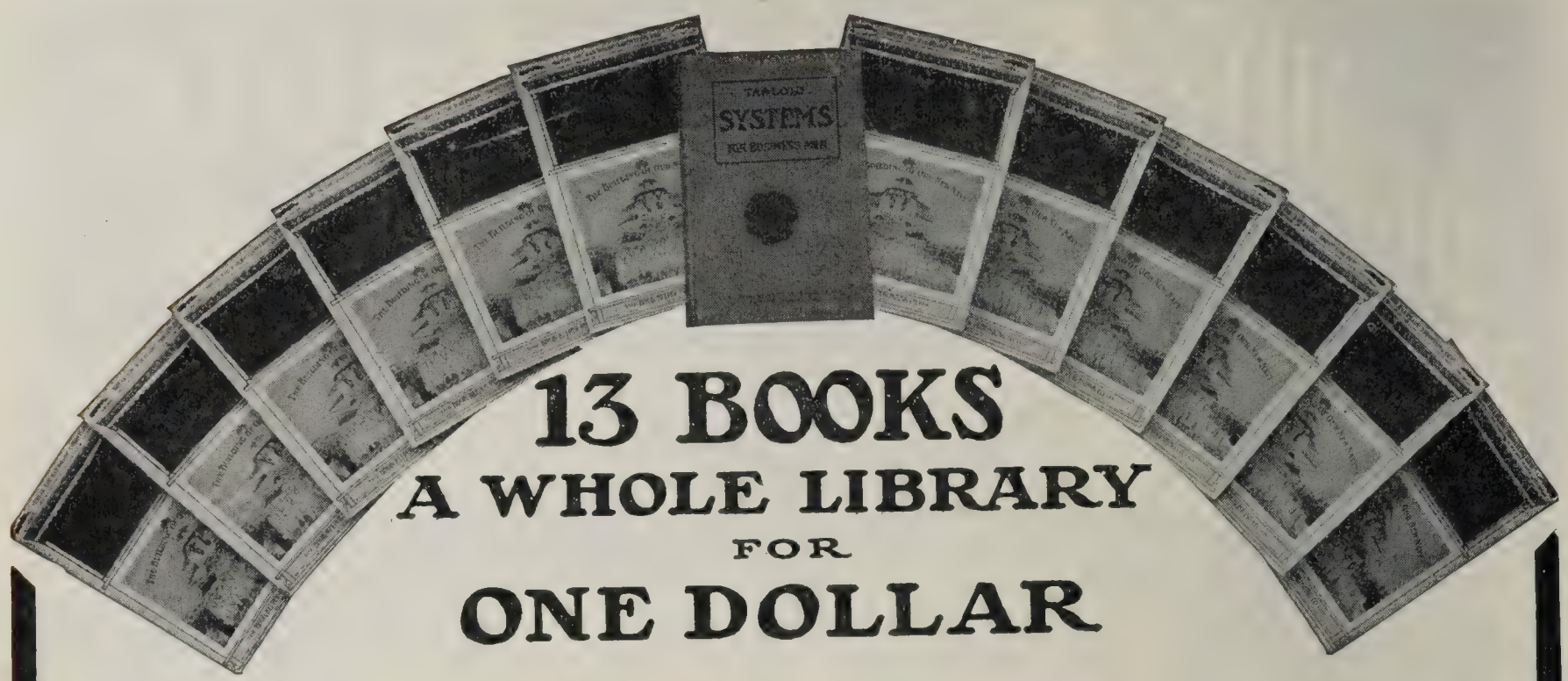
NAME .....

STREET .....

CITY ..... STATE .....

BUSINESS .....

STATE WHAT YOU WISH TO INDEX .....



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A WHOLE LIBRARY
FOR
ONE DOLLAR

YOU MAY hire a business expert at a cost of $25.00 to $300.00 a day, to perfect a system for you in one or two departments, but no one man can be an expert in all lines of business. When we compiled Tabloid Systems a man was selected to write the specific articles for each department, who was recognized in the business world as knowing all that can be learned about his particular field. You get exactly the same help from this book that acquired in any other way would cost a fortune. Furthermore, The Business Man's Magazine maintains a staff of seven experts who are frequently retained for special work at the prices mentioned, but our subscribers are entitled to call on these same men for individual advice. Their problems receive the same careful consideration that is given special contracts.

Tabloid Systems for Business Men

Is a handsomely bound, 200 page book that is specific on all points and practical. Every article is the outgrowth of successful business enterprises. It shows how to **increase** business and **decrease** expenses. It lends positiveness—absolute certainty to your every action. It eliminates experiment from your business field. It's a book that earns its right of existence every minute of the day.

It's Free to You with a Subscription to the Business Man's Magazine

THE BUSINESS MAN'S MAGAZINE should have a place on your desk. It belongs there, just as much as the credit man keeps his Dun's or Bradstreet's, the lawyer his Blackstone. For eighteen years it has set the pace in business literature. Hundreds of subscribers who read the first issue are among our enthusiastic readers today.

THE BOOK-KEEPER PUBLISHING CO., Ltd.
102 West Fort Street, Detroit, Michigan.

GENTLEMEN:—Enclosed find one dollar, for which please send me the BUSINESS MAN'S MAGAZINE for one year in accordance with the above offer, and send me free of charge your book TABLOID SYSTEMS. It is understood that I may have my money refunded if the book or magazine does not prove entirely satisfactory.

Name.....

Address.....

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¶ NOW it is one of the functions of the National Weekly to secure for its three millions of readers the cream of these stories.

¶ TO accomplish this, Collier's pays the highest average price per word, and in addition gives a quarterly prize of one thousand dollars for the best story submitted during each three months.

Collier's
THE NATIONAL WEEKLY

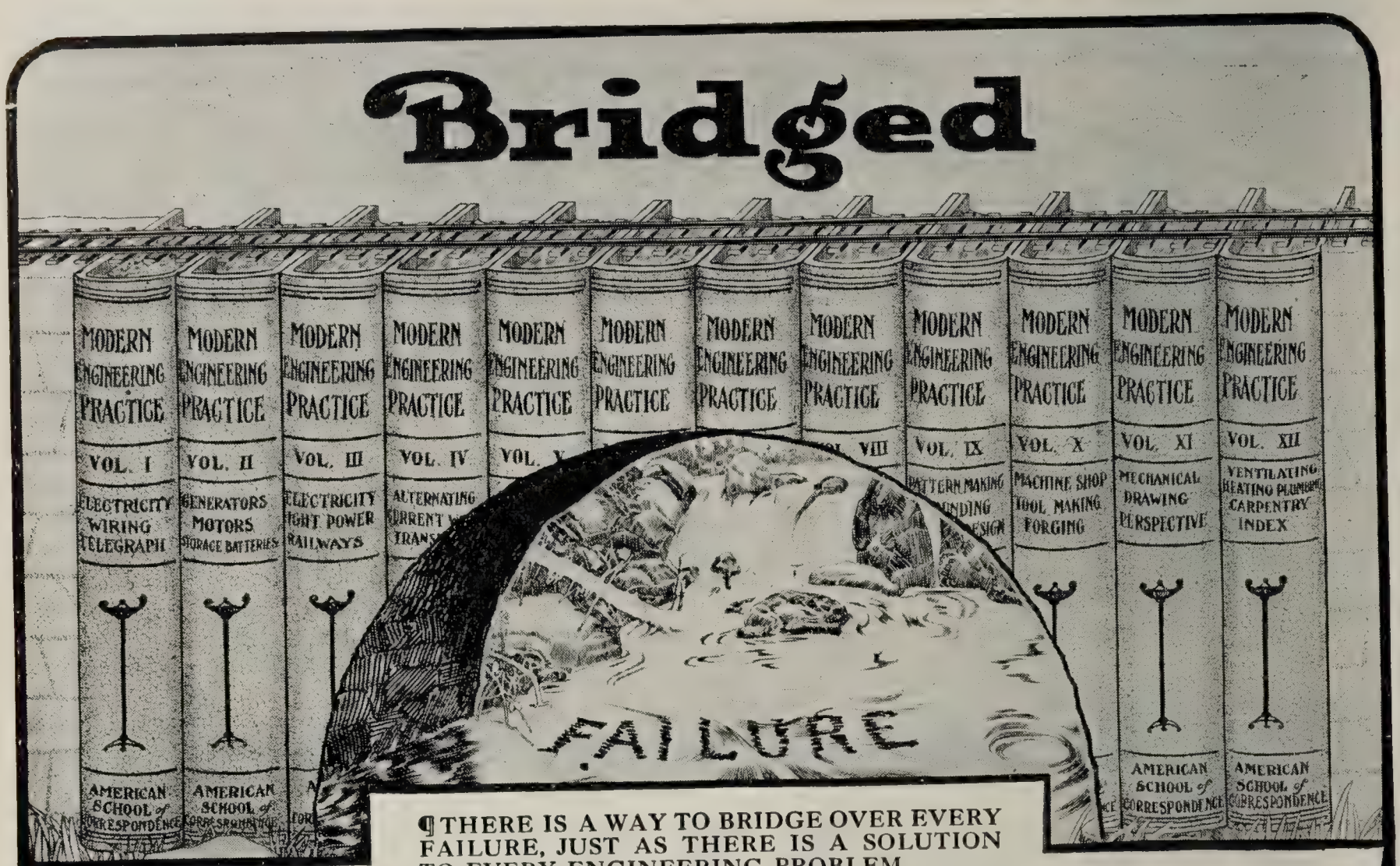
¶ THE result is that probably sixty per cent of the month's production of stories is submitted to the fiction editor of Collier's before being sent elsewhere. Under the working of this policy it is not difficult to maintain a real supremacy in the short-story field.

Perhaps you do not really know Collier's. Send your name and address for a booklet and a handsome Gibson miniature, free

P. F. COLLIER & SON, PUBLISHERS

403 WEST THIRTEENTH STREET, NEW YORK

Bridged



¶ THERE IS A WAY TO BRIDGE OVER EVERY FAILURE, JUST AS THERE IS A SOLUTION TO EVERY ENGINEERING PROBLEM.

FREE

¶ Reference Library Modern Engineering Practice. New Edition, twelve volumes. Bound in ¾ red morocco. 6,000 pages of reading matter. 4,000 illustrations. Compiled by 59 associate editors; 41 practical experts; 157 chapter heads; thousands of sources of information.

¶ You cannot buy it outright, but you can get it *FREE* if you act before November 1st. This set of books is not a part of our regular correspondence courses; it is not embodied *in any one* of our regular courses; but it contains the *essence of all* our courses. The entire set is *FREE* to anyone answering this advertisement who enrolls in one of our regular full engineering courses.

¶ The difference between success and failure, in nine cases out of ten, is education. Have you ever stopped to consider the mere money value of education?

$22,000.00

¶ The average educated man earns $1,000.00 a year. He works forty years, making a total of $40,000.00 in a life time. The average day laborer gets $1.50 a day—300 days in a year—or $450.00 per year. He earns $18,000.00 in a life time—40 years. The difference between $40,000.00 and $18,000.00 is $22,000.00. This is the minimum value of an education in mere dollars and cents. The increased self-respect you gain cannot be estimated in money.

¶ If a general education is worth so much, what is a special engineering education worth to you? The "Help Wanted" columns in any daily newspaper tell the story. Compare the number of "Draftsmen Wanted," "Engineers Wanted" advertisements with the hundreds of stenographers, book-keepers, clerks, etc., advertising for work.

¶ The American School of Correspondence offers to qualify you for a better position. If your present employment is not agreeable, it will fit you for more congenial work. It will bring the instruction to you. You can study wherever you are and whenever you please without interfering with your present work or leaving home. Your lessons are put before you in type. Every question is answered in writing. You have your instructors' criticisms always before you. We arrange payments to meet your circumstances, and, as

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¶ Check the coupon, send it to us immediately, and receive *FREE* by return mail, our 200-page hand-book, giving the names of hundreds of people who have completed our courses and who have bettered their positions through our instruction.

COUPON—CUT OUT AND MAIL TO-DAY

Please send me 200-page handbook. I am interested in the course marked "X." B. M. M. 10-6

.....Mechanical Drawing	.....Municipal Engineering
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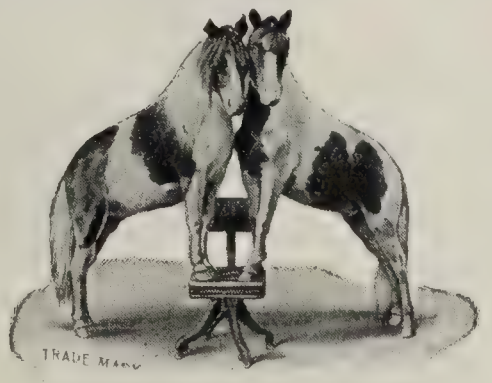
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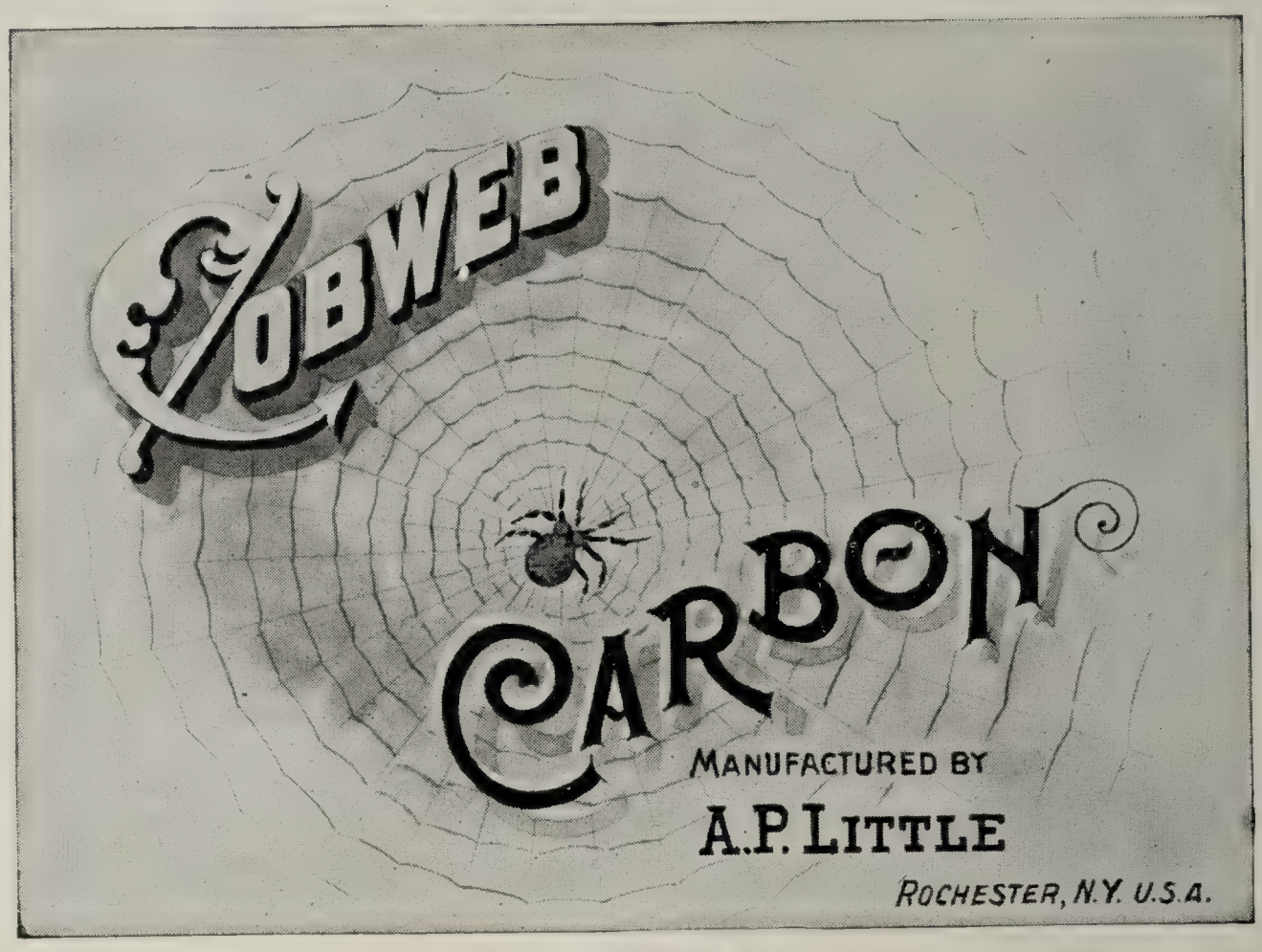


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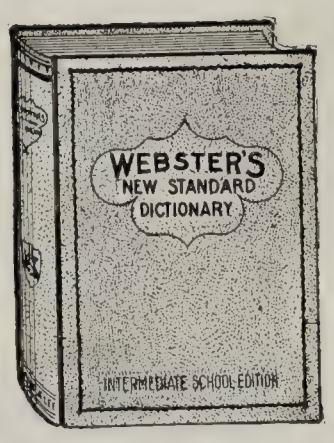
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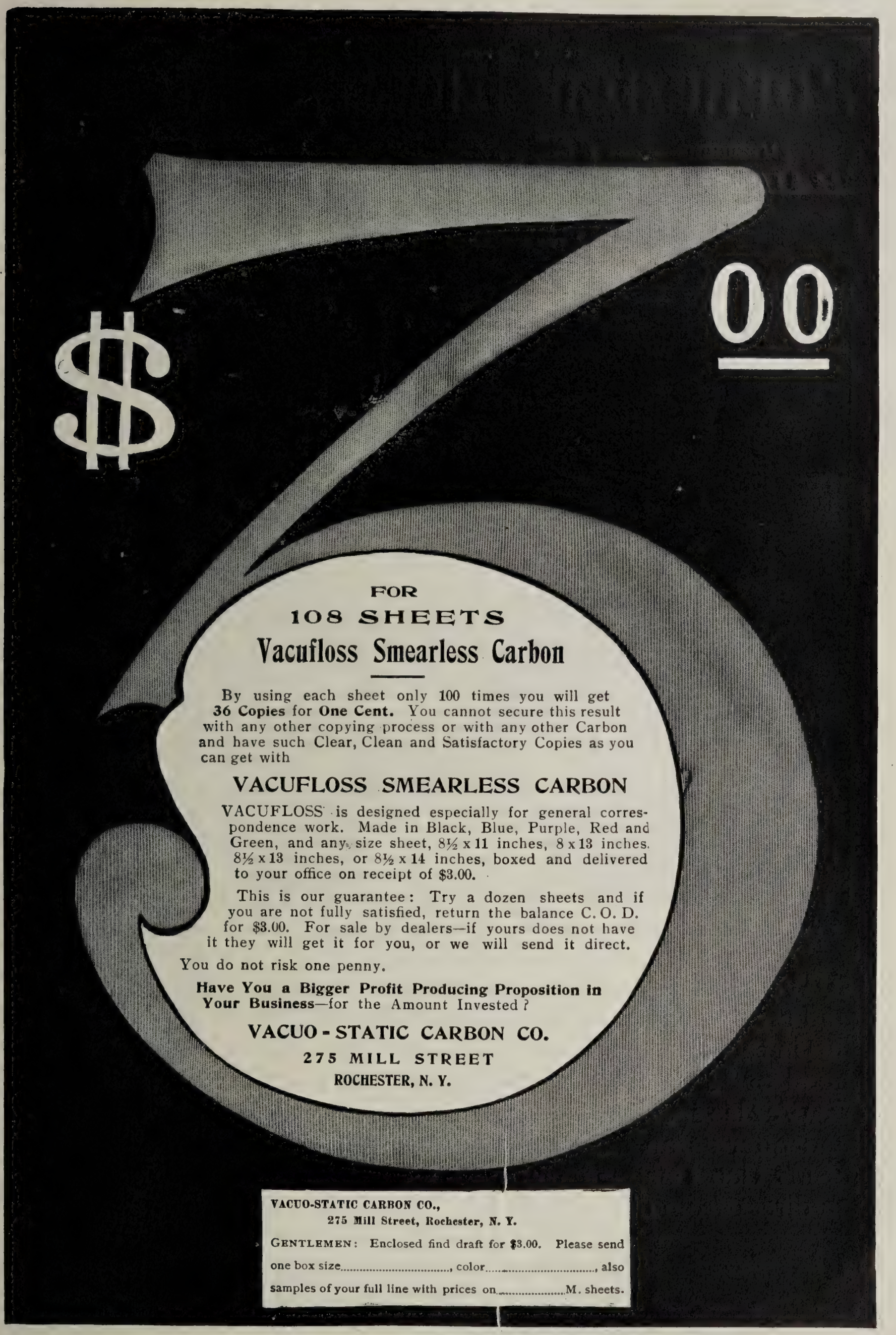
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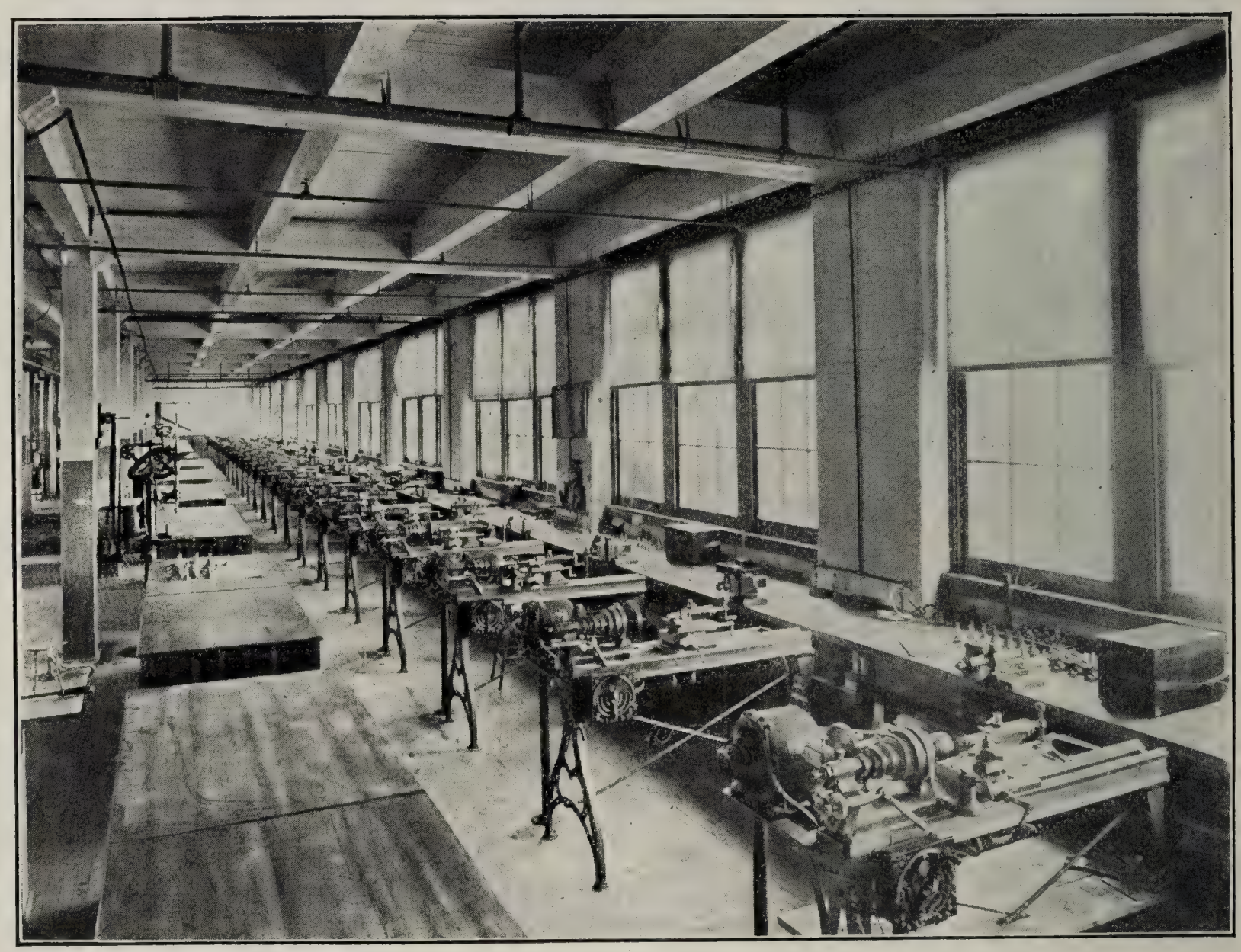
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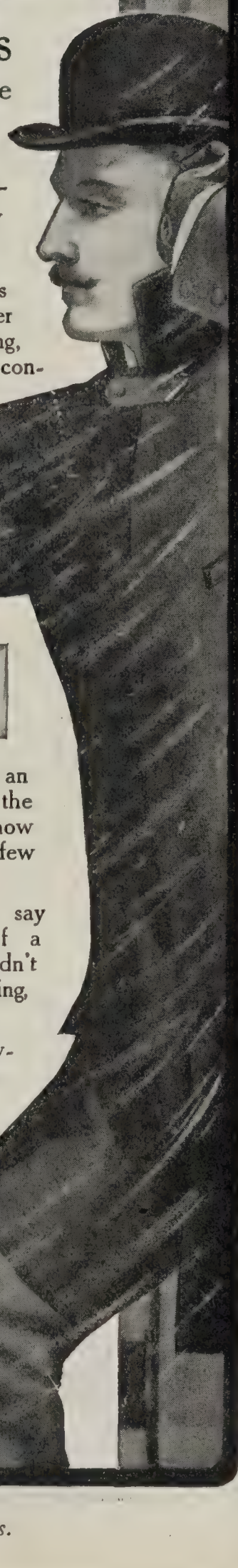
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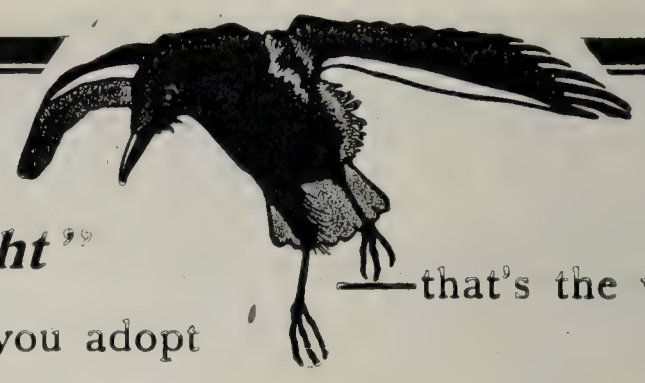
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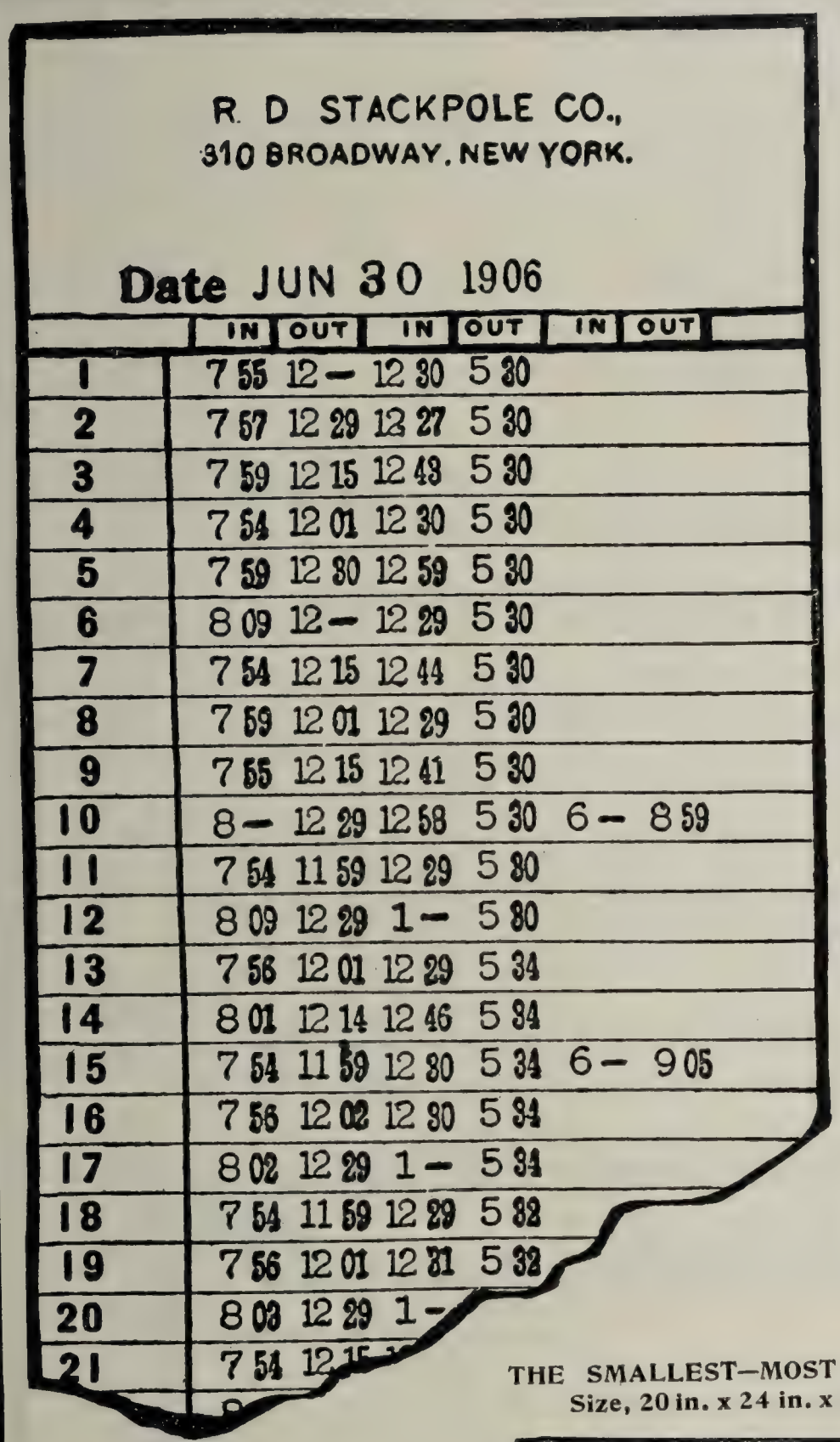


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3	7 59	12 15	12 43	5 30		
4	7 54	12 01	12 30	5 30		
5	7 59	12 30	12 59	5 30		
6	8 09	12 —	12 29	5 30		
7	7 54	12 15	12 44	5 30		
8	7 59	12 01	12 29	5 30		
9	7 55	12 15	12 41	5 30		
10	8 —	12 29	12 58	5 30	6 —	8 59
11	7 54	11 59	12 29	5 30		
12	8 09	12 29	1 —	5 30		
13	7 56	12 01	12 29	5 34		
14	8 01	12 14	12 46	5 34		
15	7 54	11 59	12 30	5 34	6 —	9 05
16	7 56	12 02	12 30	5 34		
17	8 02	12 29	1 —	5 34		
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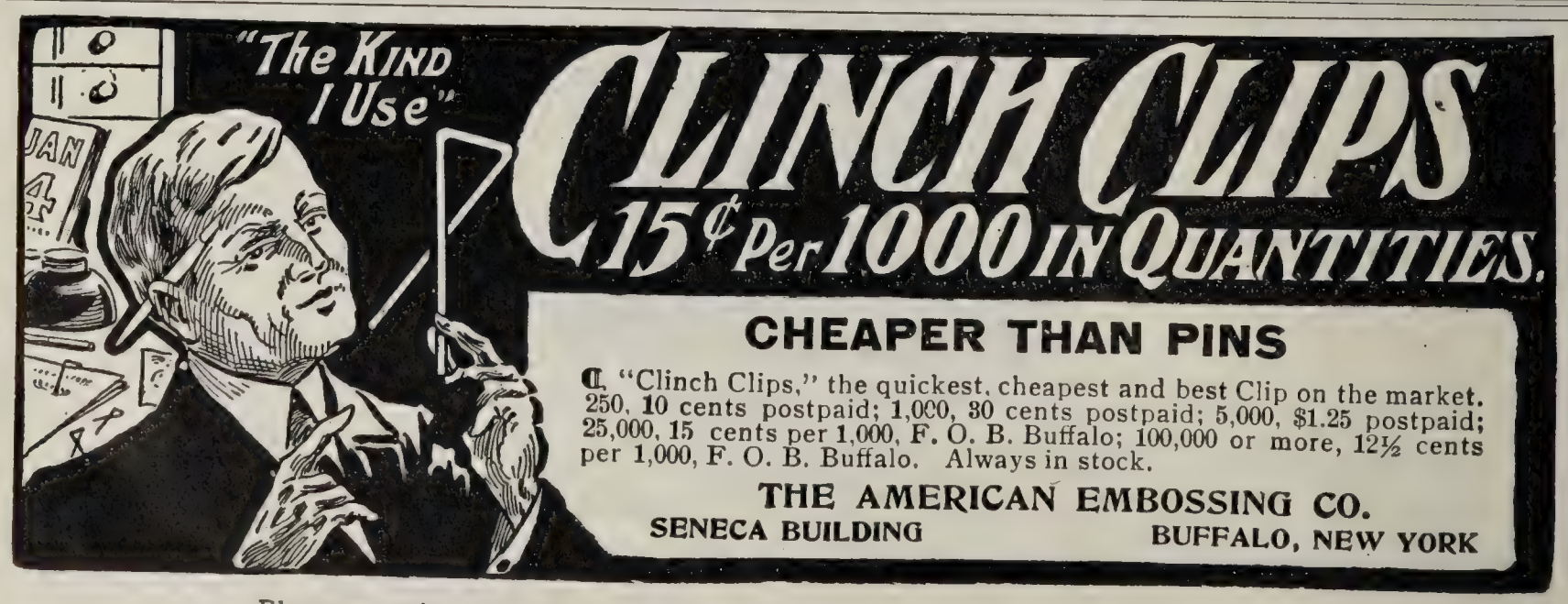
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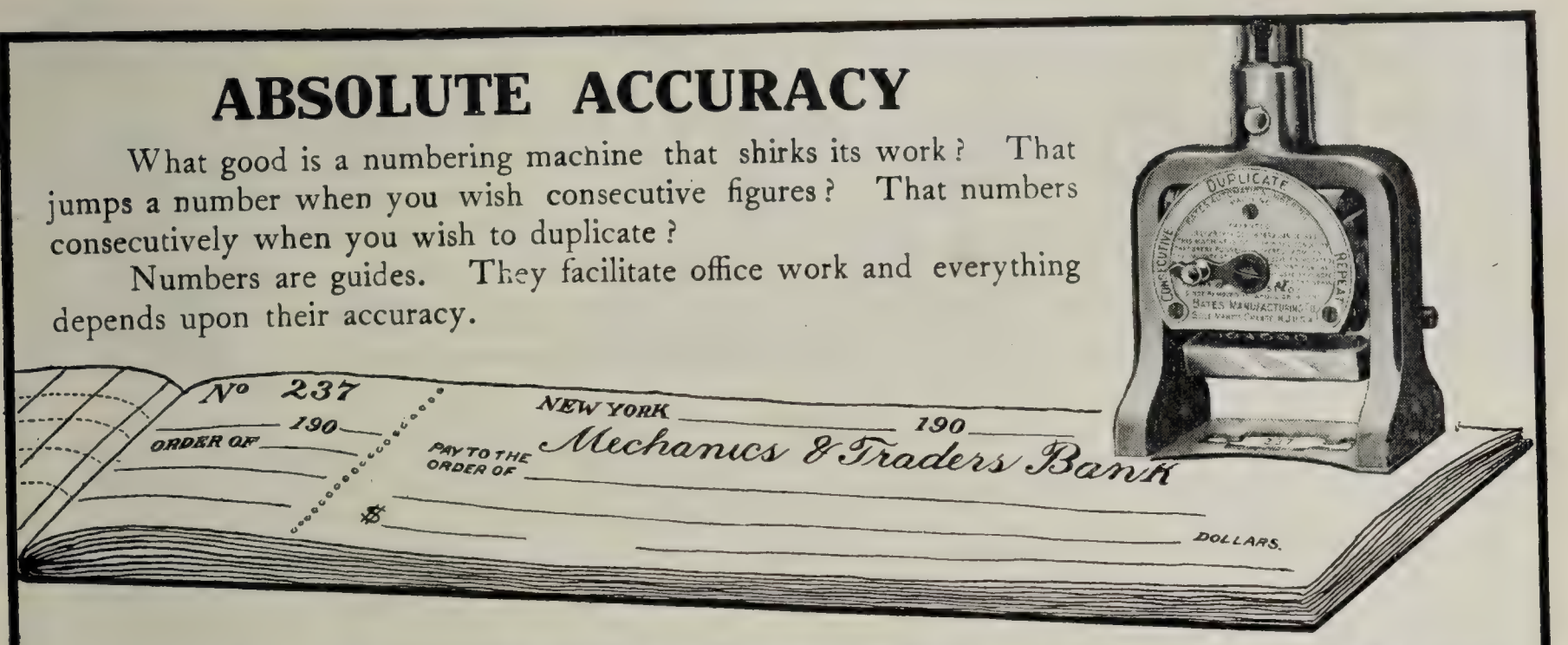
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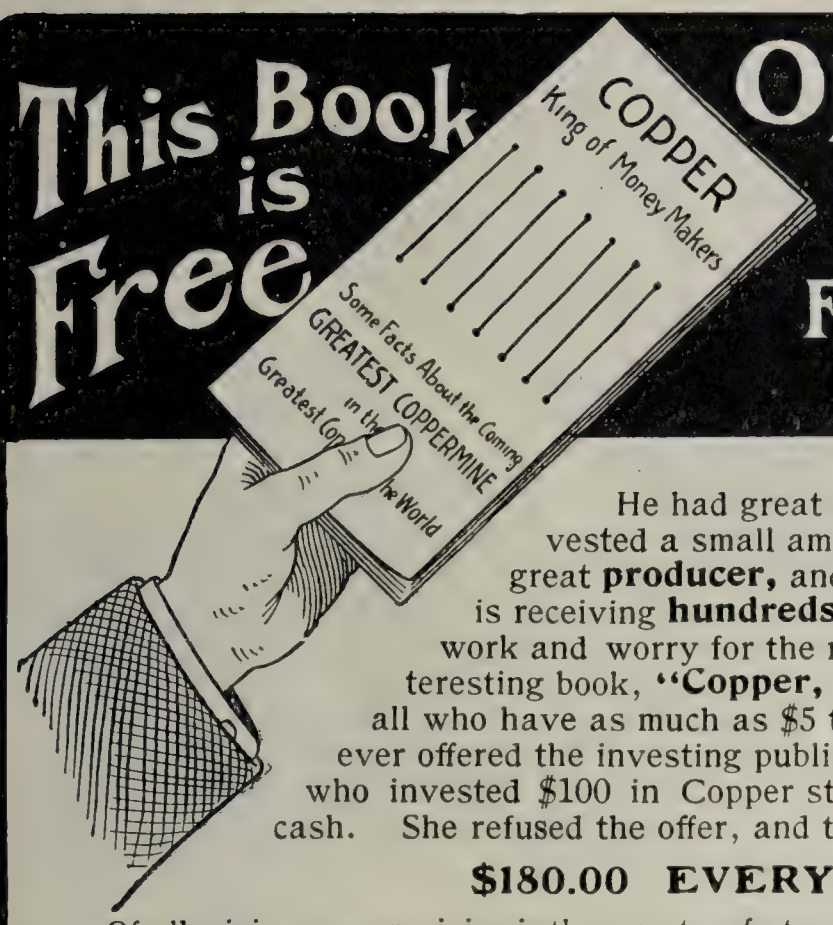
Now, by the Cartilage System, this cartilage is increased in thickness by exercise, just as muscles are increased by exercise, only by the Cartilage System the exercising of the cartilage is automatic, with no hard work and as easy as rocking in a rocker. You can increase the muscles in size 75 per cent. You need increase the Cartilage in thickness only 15 per cent., to add 2⅝ inches to your height, a very common occurance. Wouldn't you like that added, 2⅝ inches, or more, or even half of it? It would enable you to see well in a crowd, in church or at the theatre; to walk without embarrassment with a taller person, to dance better and give you all the advantages of being well built.

More Proof Free. In order that all short persons may obtain the increased height desired, we have printed a book which gives scientific proof, of how it is done and full information how you can add from two to five inches to your height in this simple, safe and easy way. This book, together with endorsements from physicians and surgeons, gymnasium and military directors, schools and colleges, will be sent free of charge to any short person who asks for it.

Write for it to-day. If you are too short, you cannot afford not to ask for this free book. It explains all. Simply address your letter to **The Cartilage Co., 59-N Unity Building, Rochester, N. Y.**

P. S.—The reason that others are not advertising this simple method, is that the Cartilage System is protected by Patents in the United States, and in every other important country in the world.

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ONE MAN CLEARS $85,000

From a small investment in a copper mine

He had great faith in the possibilities of legitimate mining. He invested a small amount of money in **a new** mine. It developed into a great **producer,** and his stock is now worth very nearly **$100,000** and he is receiving **hundreds of dollars** in dividends **each month,** and is free from work and worry for the rest of his days. This story is told in detail in our interesting book, **"Copper, King of Money Makers,"** which will be sent free to all who have as much as $5 to invest in one of the safest and surest propositions ever offered the investing public. In this same book another story is told of a woman who invested $100 in Copper stocks, for which she was afterwards offered $35,000 in cash. She refused the offer, and this stock is now paying her

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$100 invested in Calumet & Arizona increased to - $ 2,000	$100 invested in Wolverine increased to - - $ 5,000
$100 invested in Boston & Montana increased to - 2,000	$100 invested in Copper Queen increased to - - 8,000
$100 invested in Greene Consolidated increased to 4,000	$100 invested in United Verde increased to - 30,000
$100 invested in Republic increased to - - 4,000	$100 invested in Calumet & Hecla increased to - 50,000
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Copper, indeed, is the King of all Money-Makers! Send for this big book to-day. It will cost you not one cent and may be the sign-board that will point out for you the one road to fortune. Address

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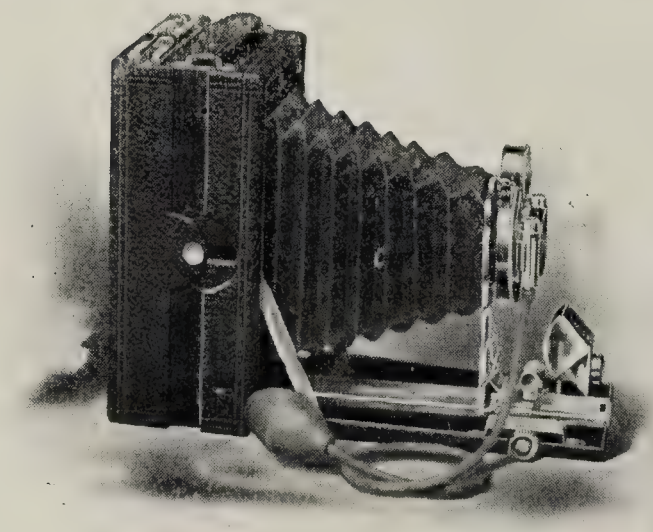
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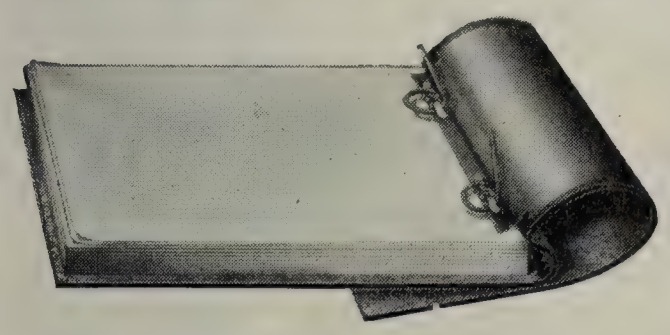
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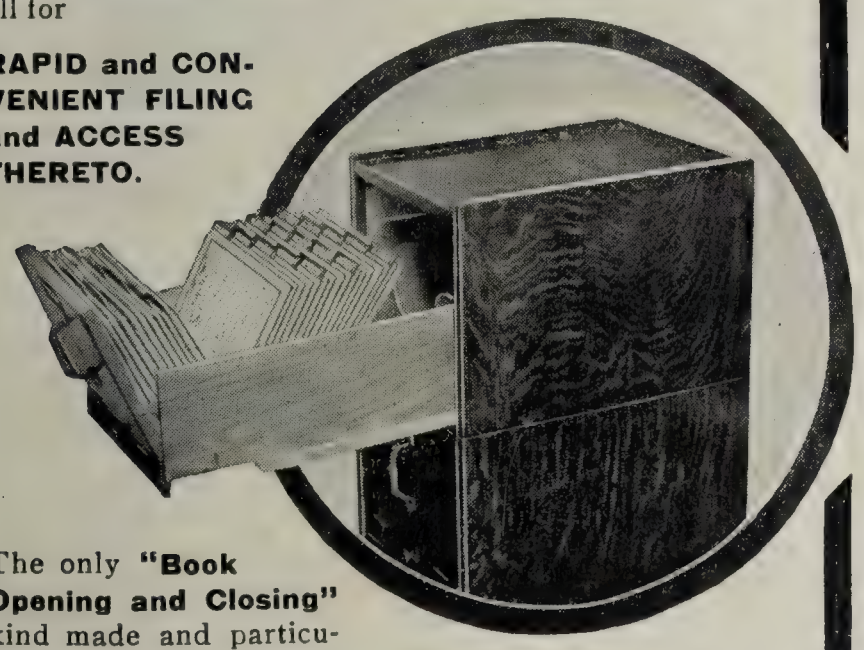
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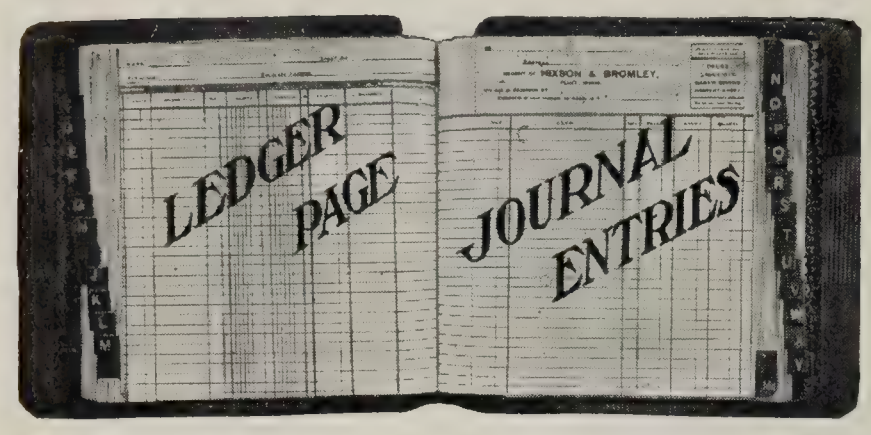
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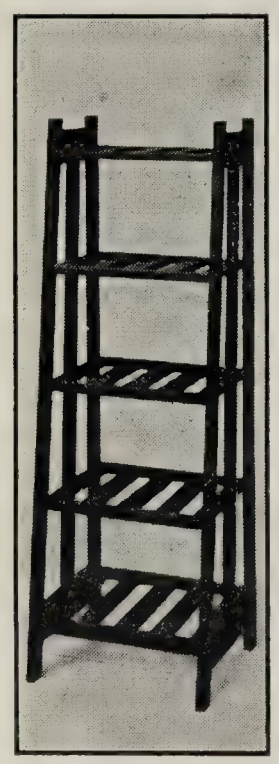
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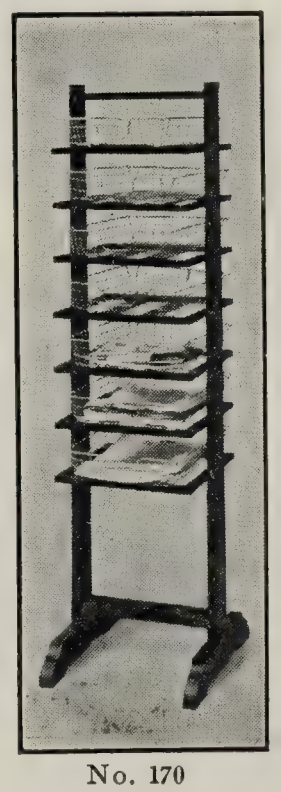


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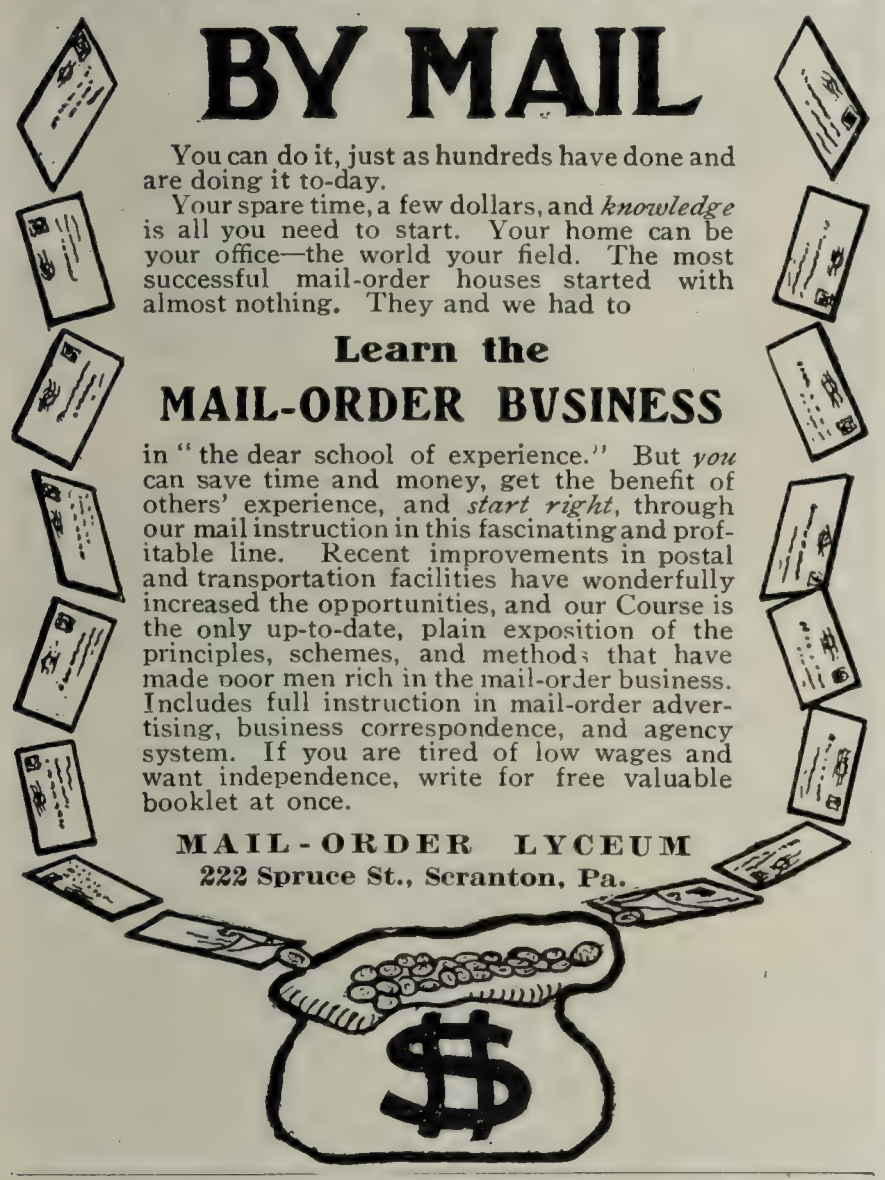
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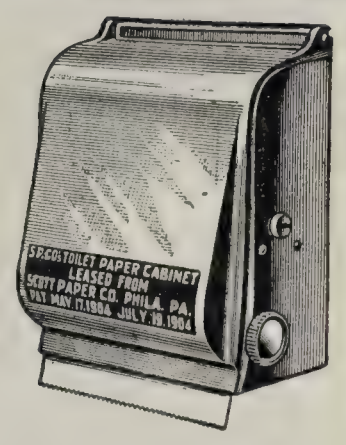
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A. It is guaranteed not to harm the most delicate blade, and on the other hand will not fail to put a keen edge on the worst old "hook" in your collection.

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A. Briefly, it is a strip of scientifically ground glass, to the wetted surface of which is applied a light coating of mineral composition by means of a pencil or spatula. On the reverse side is a fine cushioned leather strop for daily use.

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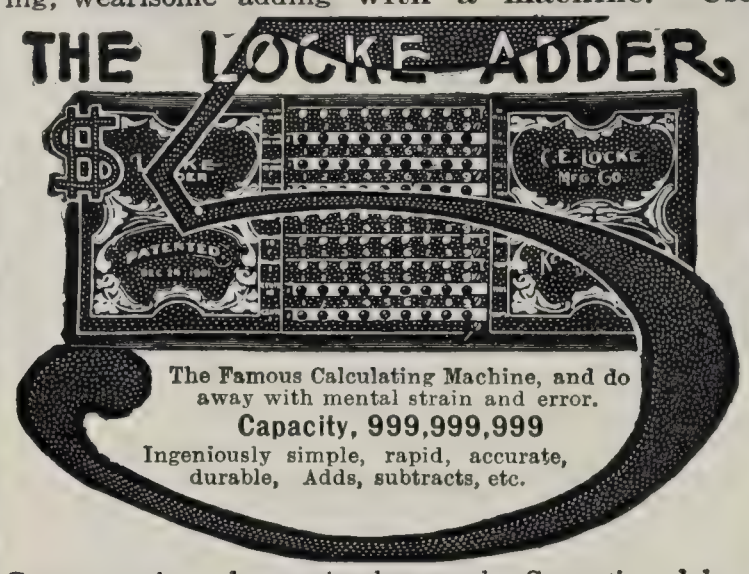
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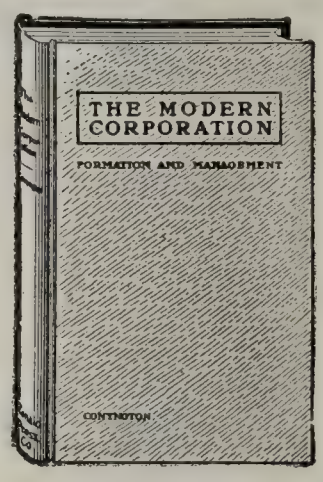
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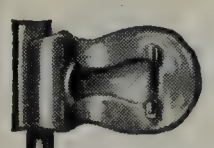
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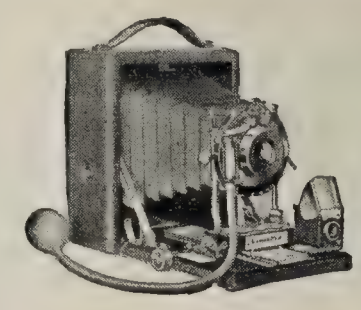
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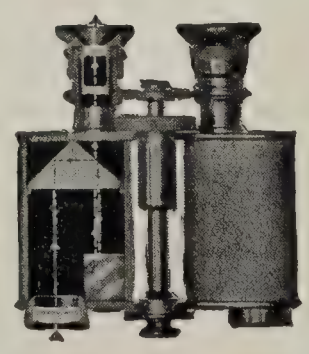
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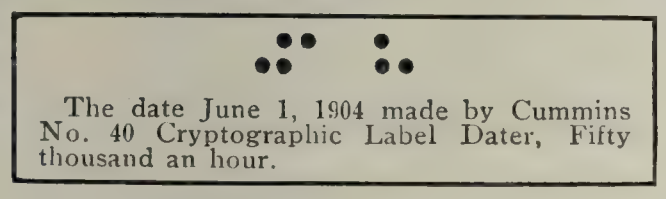
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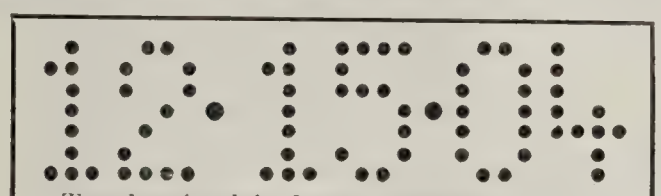
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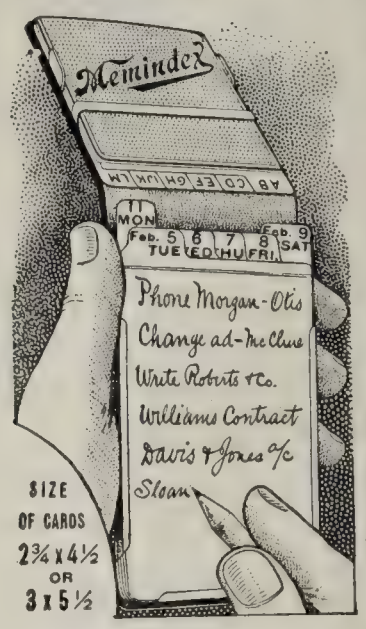
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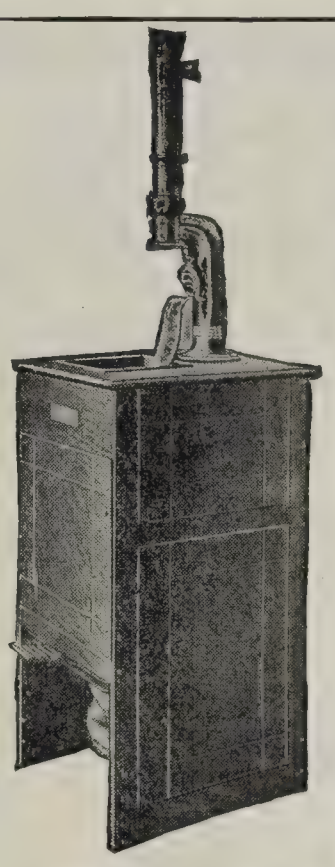
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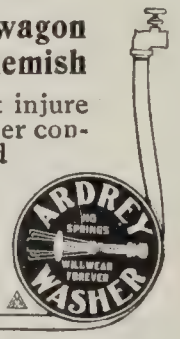
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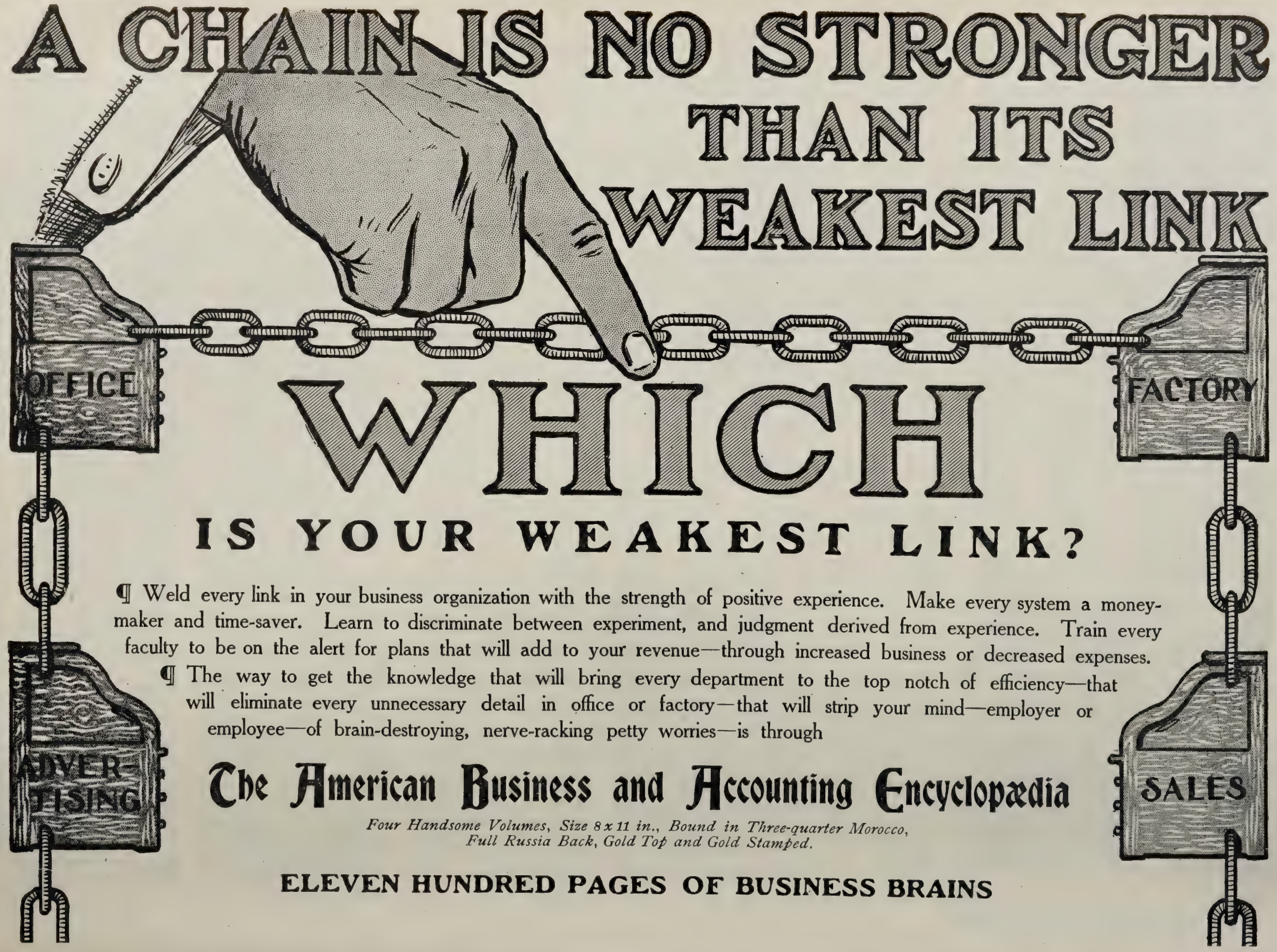
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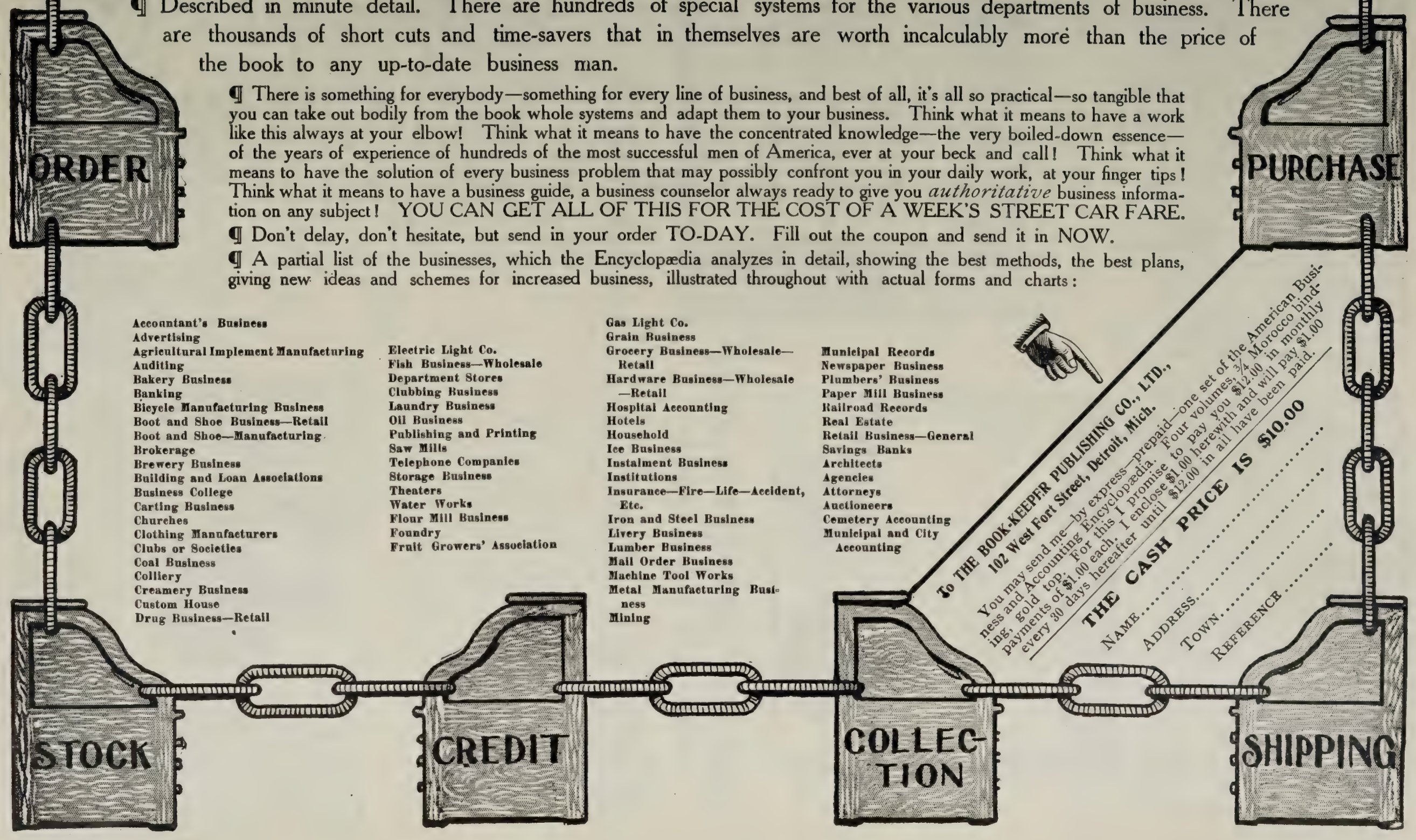
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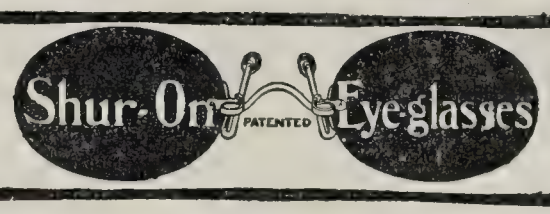
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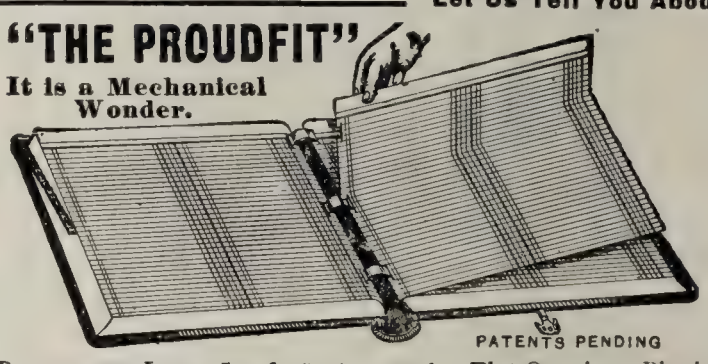
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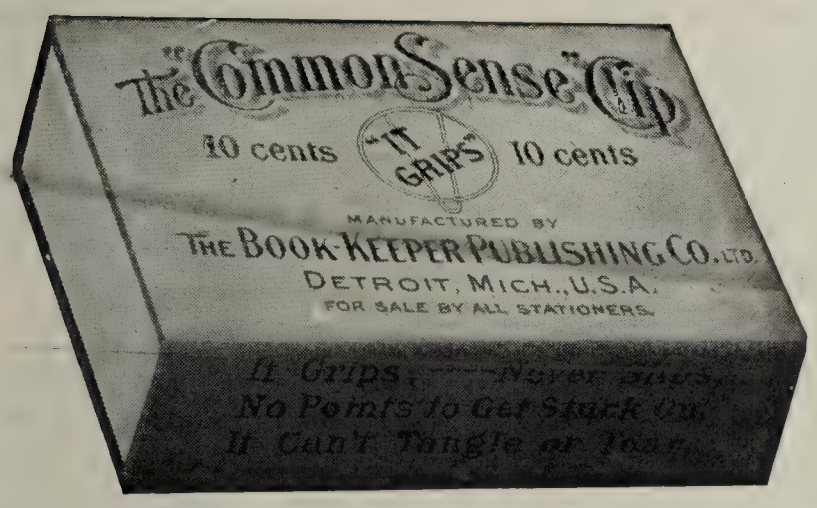
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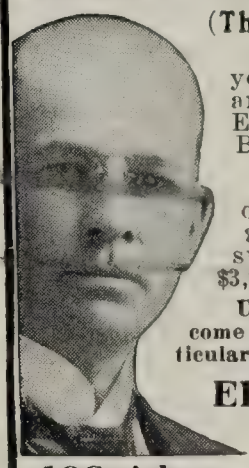
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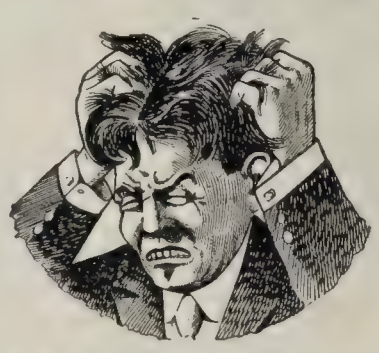
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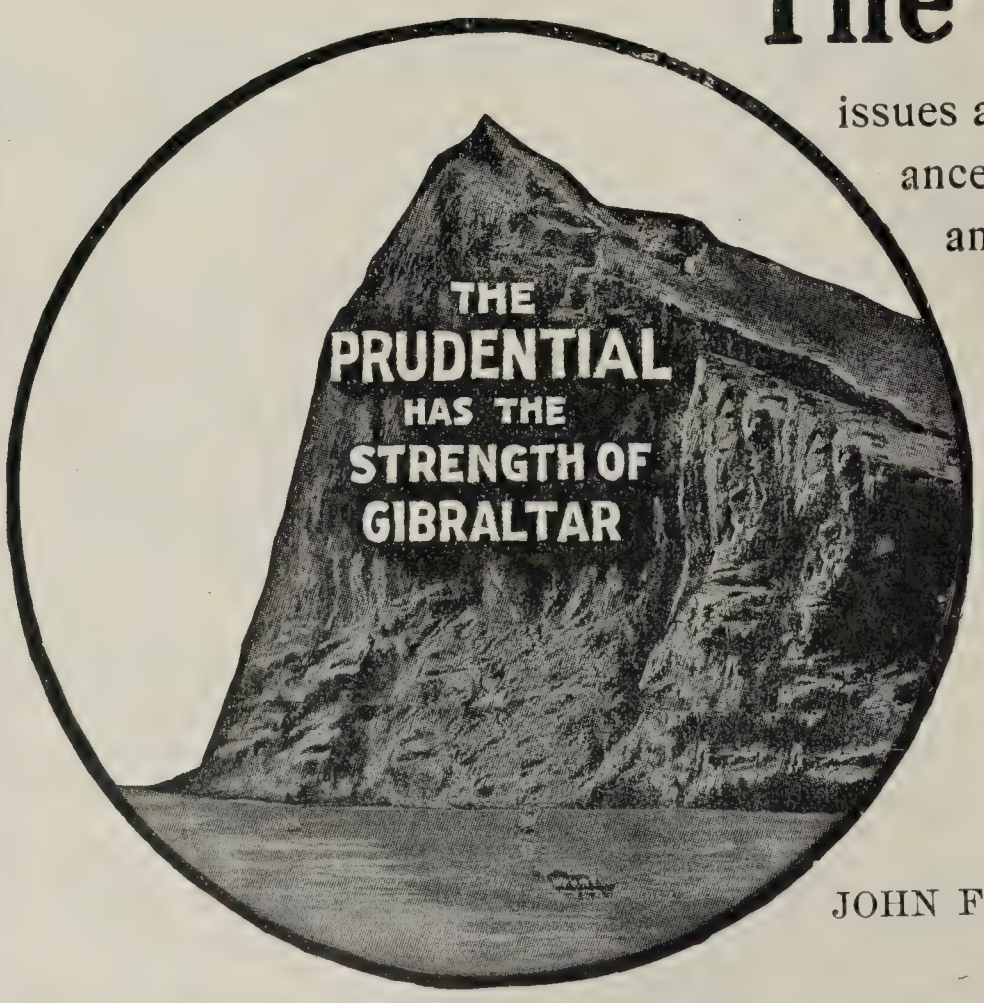
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ACT III—The book is received by this young man. He is charmed with its appearance. He spends just 100 hours in a deeply interested study of it. He finds it easy to understand.

ACT IV—This young man sees an advertisement for a bookkeeper. He makes application for the situation. It proves to be a responsible position in a large mercantile house. He passes through a critical examination given to him by the head of the establishment. At the close of the examination the business man manifests surprise at the remarkable fund of knowledge which the young man possesses and at the prompt and eminently practical answers which the young man has given to all questions. This young man seems to be so well posted on all affairs appertaining to bookkeeping and business that the business man is curious to know how the young man became possessed of so much information. He thereupon asks the young man how he came to be so old in knowledge while so young in years. The young man replies: "I learned all I know of bookkeeping and business from 'GOODWIN'S IMPROVED BOOKKEEPING AND BUSINESS MANUAL.'" "Aha!" exclaims the business man, "that accounts for the milk in the cocoanut! I happen to possess a copy of that book myself, which I purchased about two years ago. I consider it my *mascot.* I got enough valuable points out of it to so improve my system of bookkeeping and methods of business as to *double my profits on my last year's business!* I will give you substantial proof of my appreciation of the information which I believe you possess by saying that *I engage you as my bookkeeper at a salary of $100 a month,* and you may begin to-morrow morning at 8:30 o'clock."

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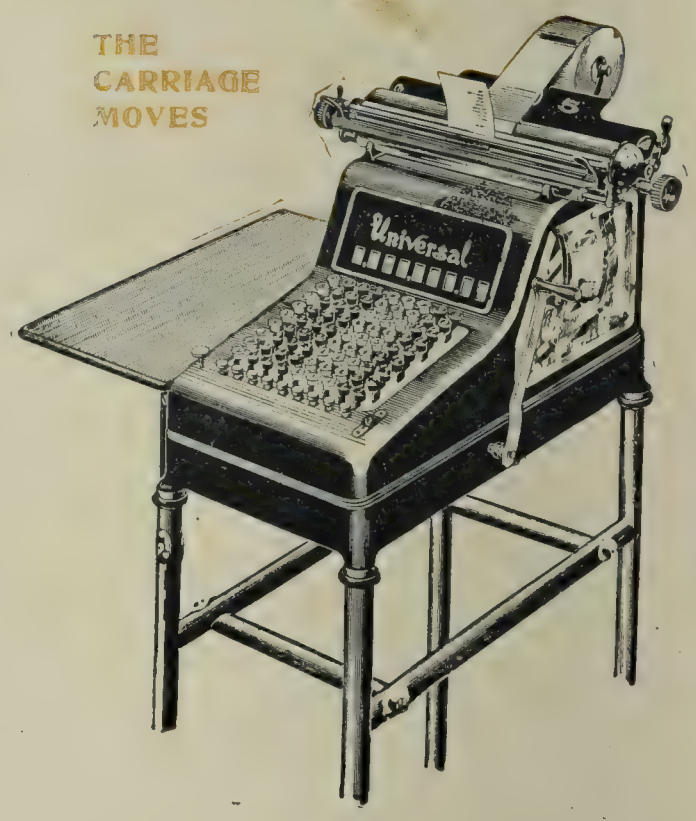
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THE BUSINESS MAN'S MAGAZINE

PRICE 10 CENTS

E.H BEACH, EDITOR

NOVEMBER
1906



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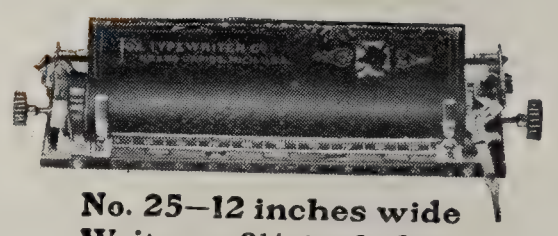
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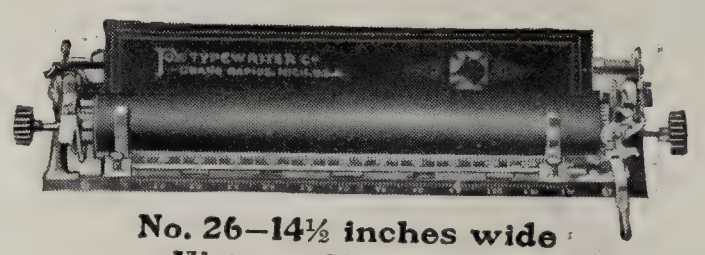
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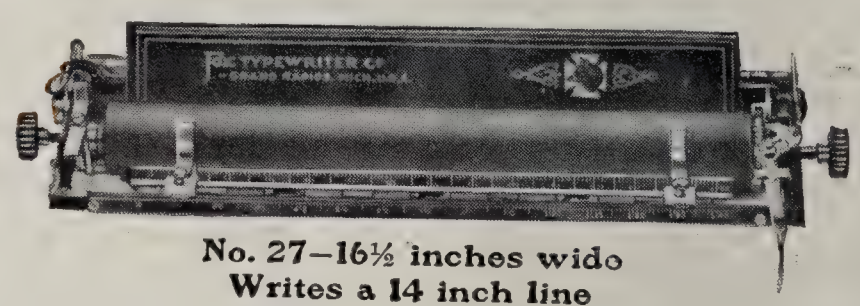
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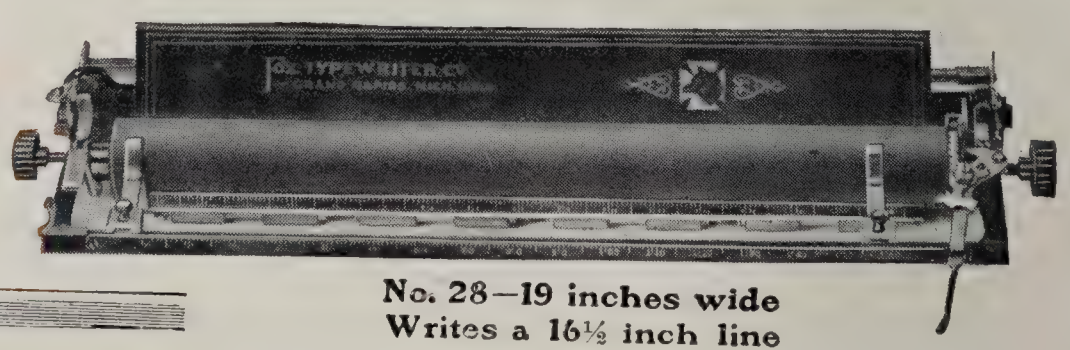
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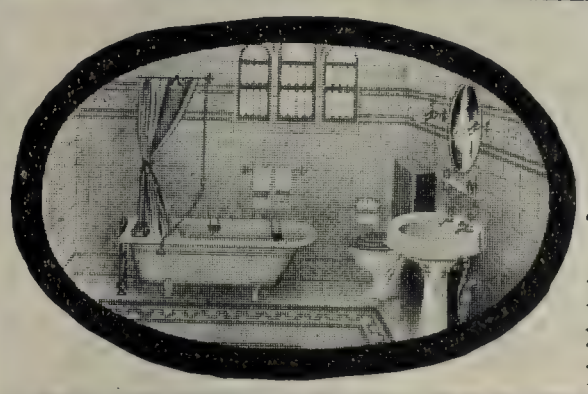


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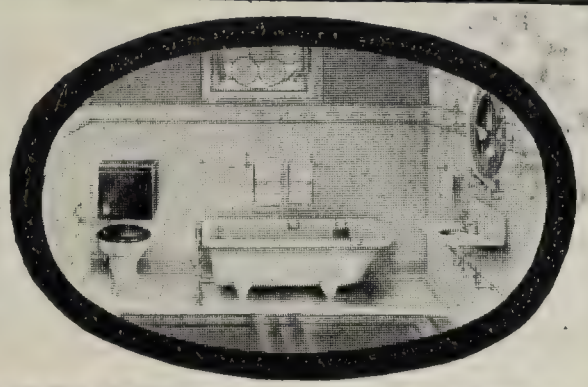


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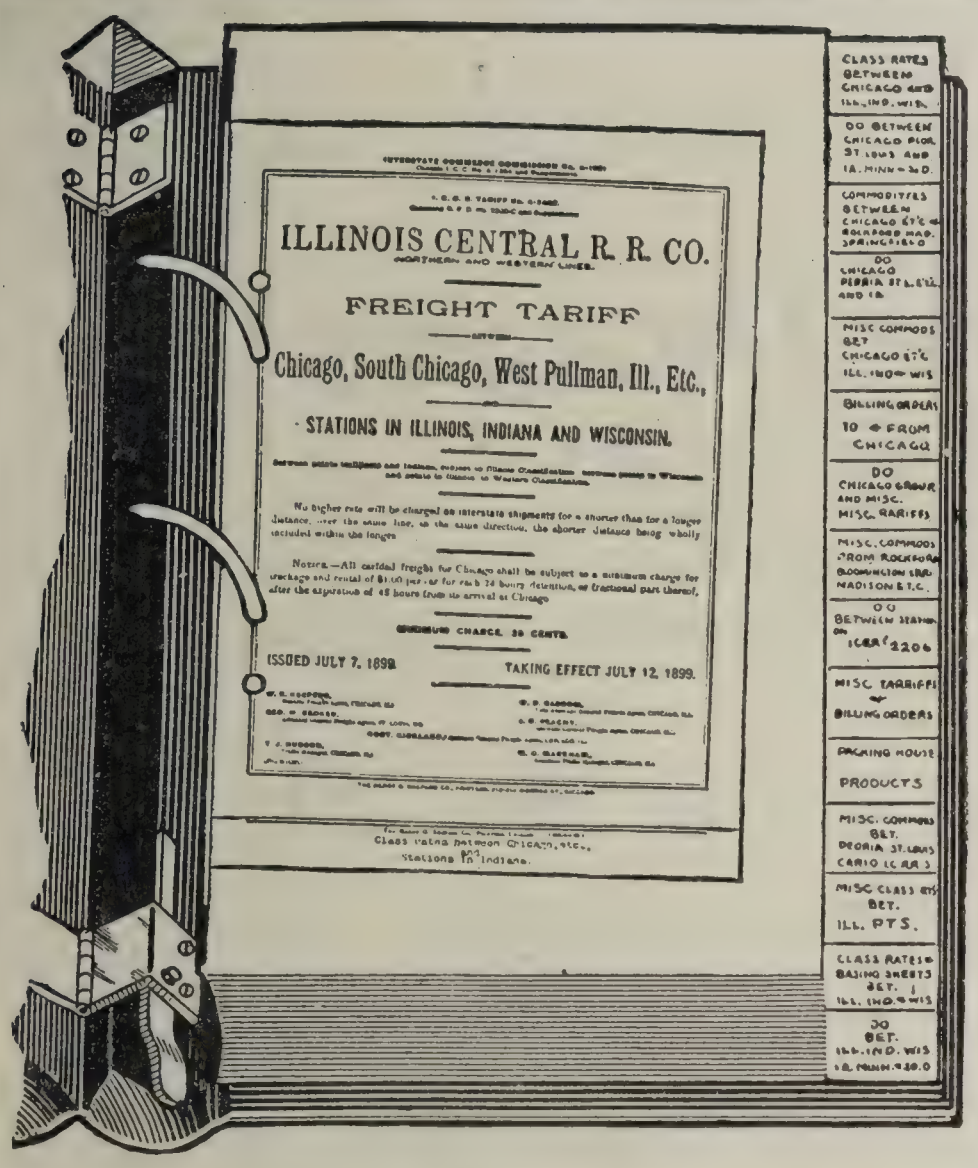
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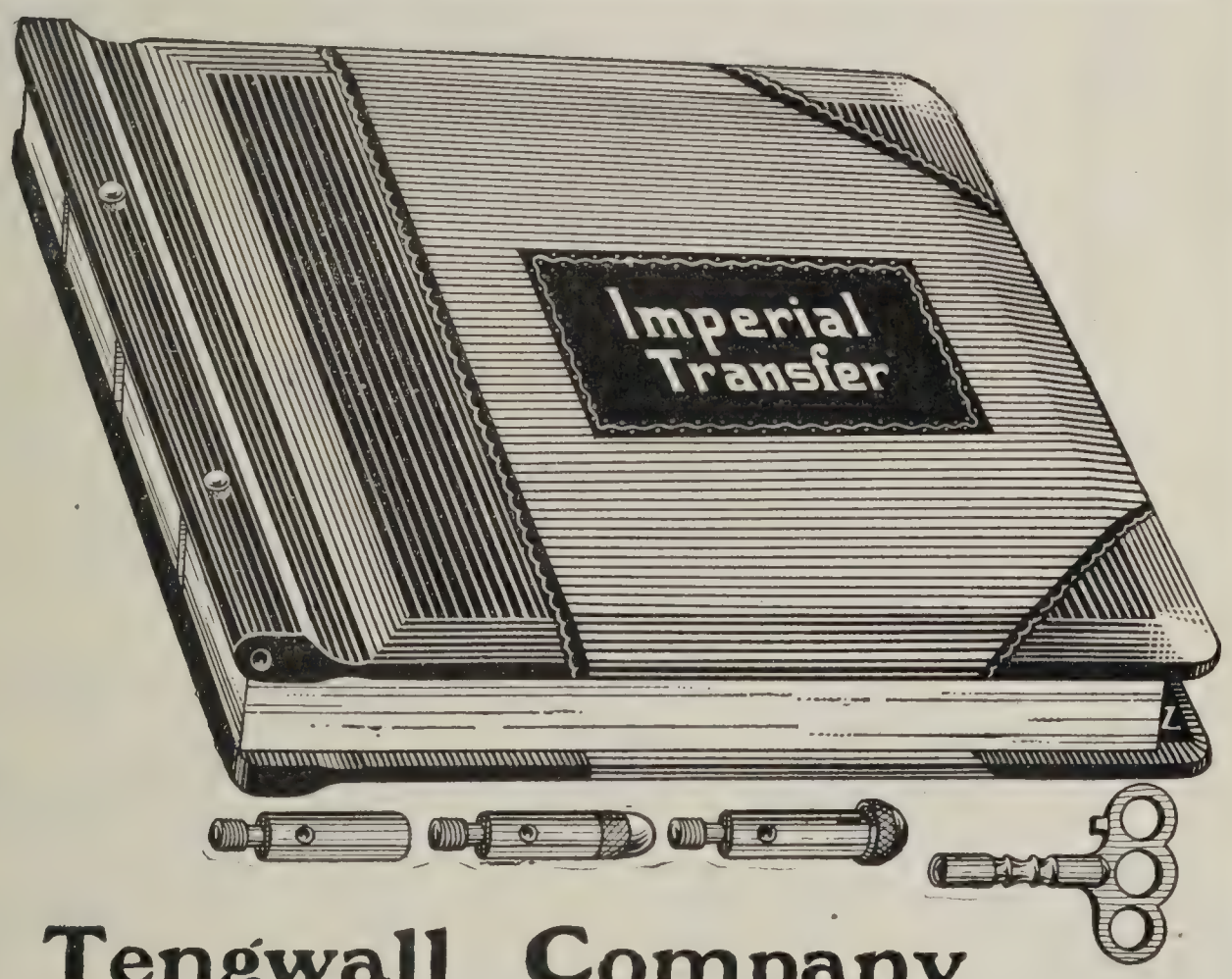


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THE BUSINESS MAN'S MAGAZINE

Official Organ International Association of Office Men

Edited by E. H. BEACH

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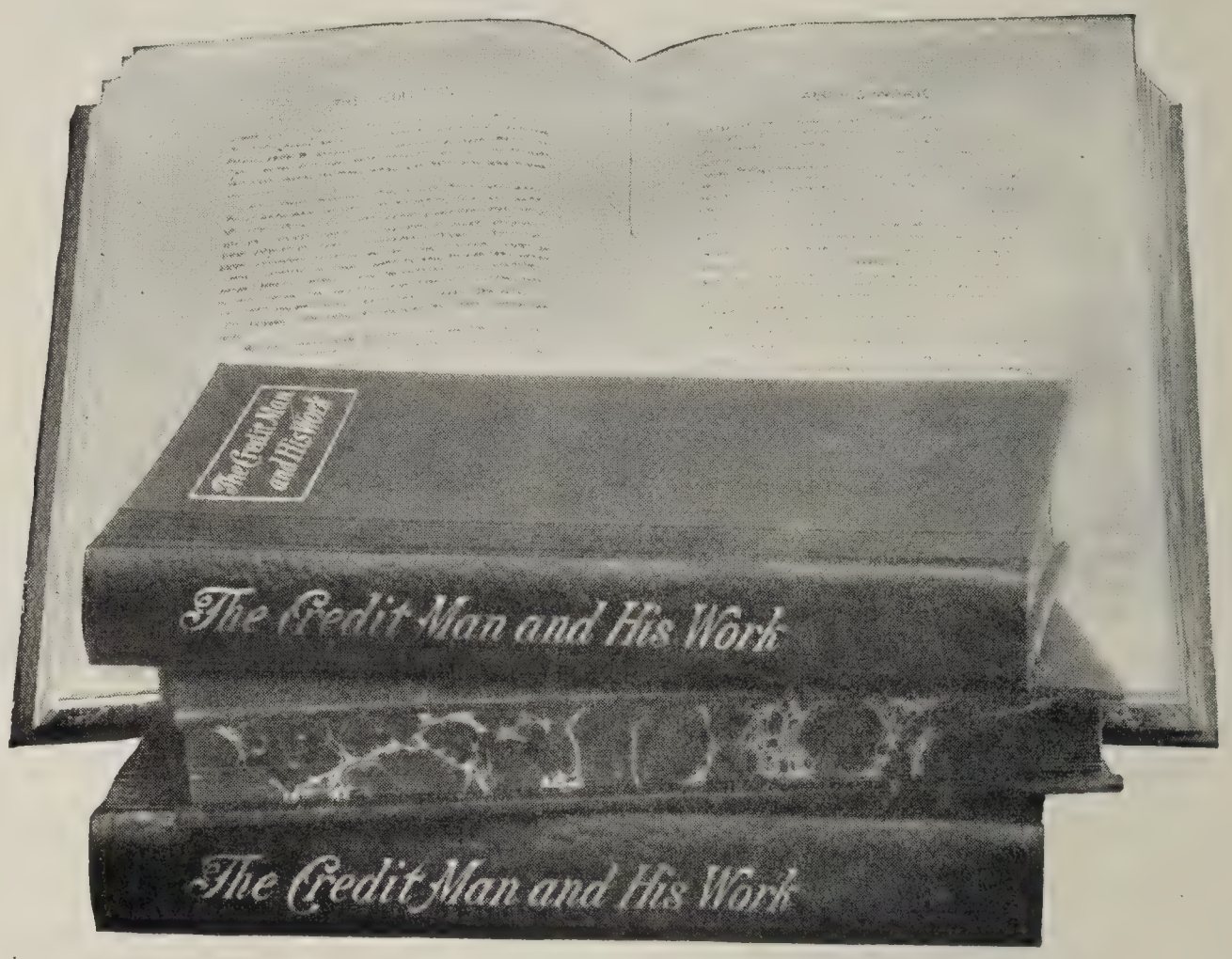
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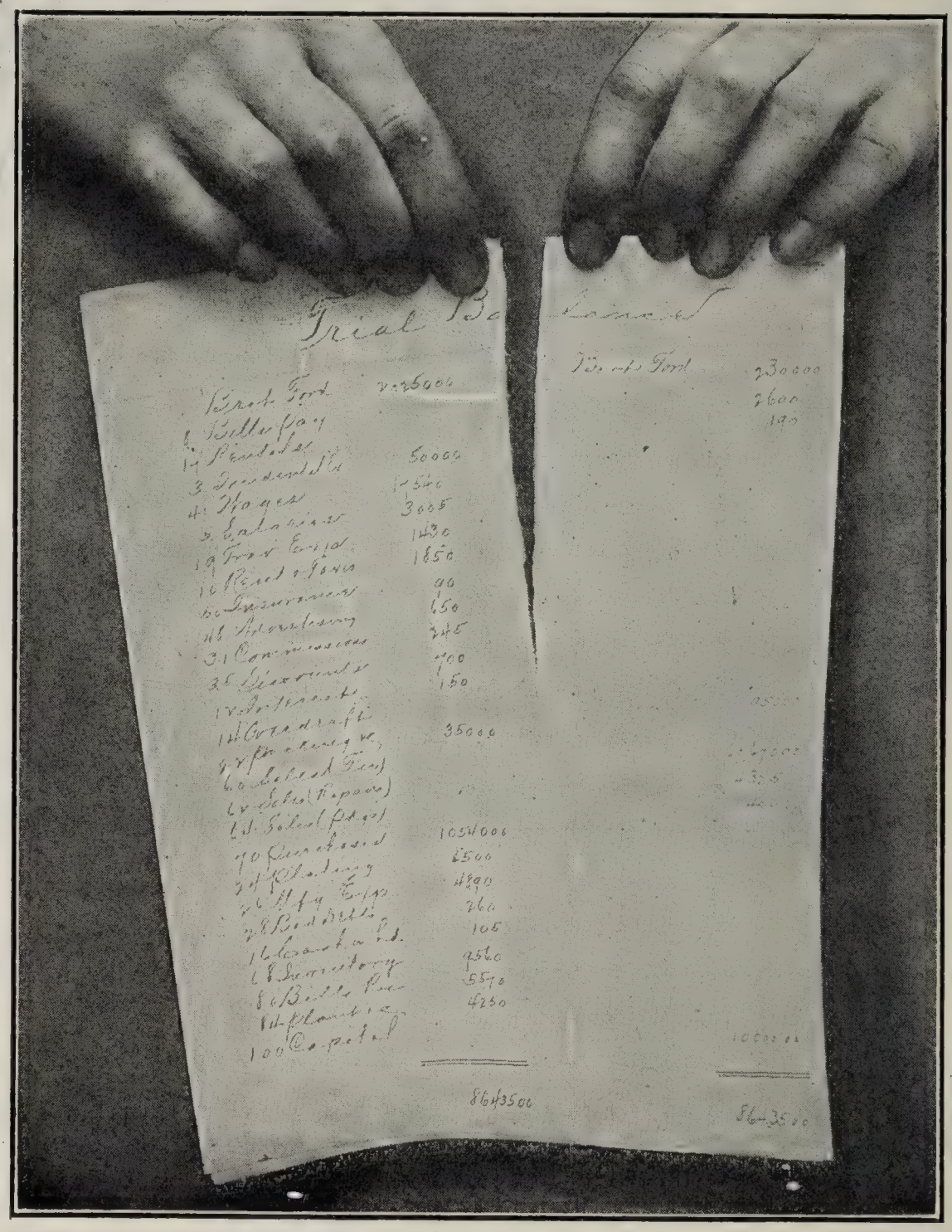
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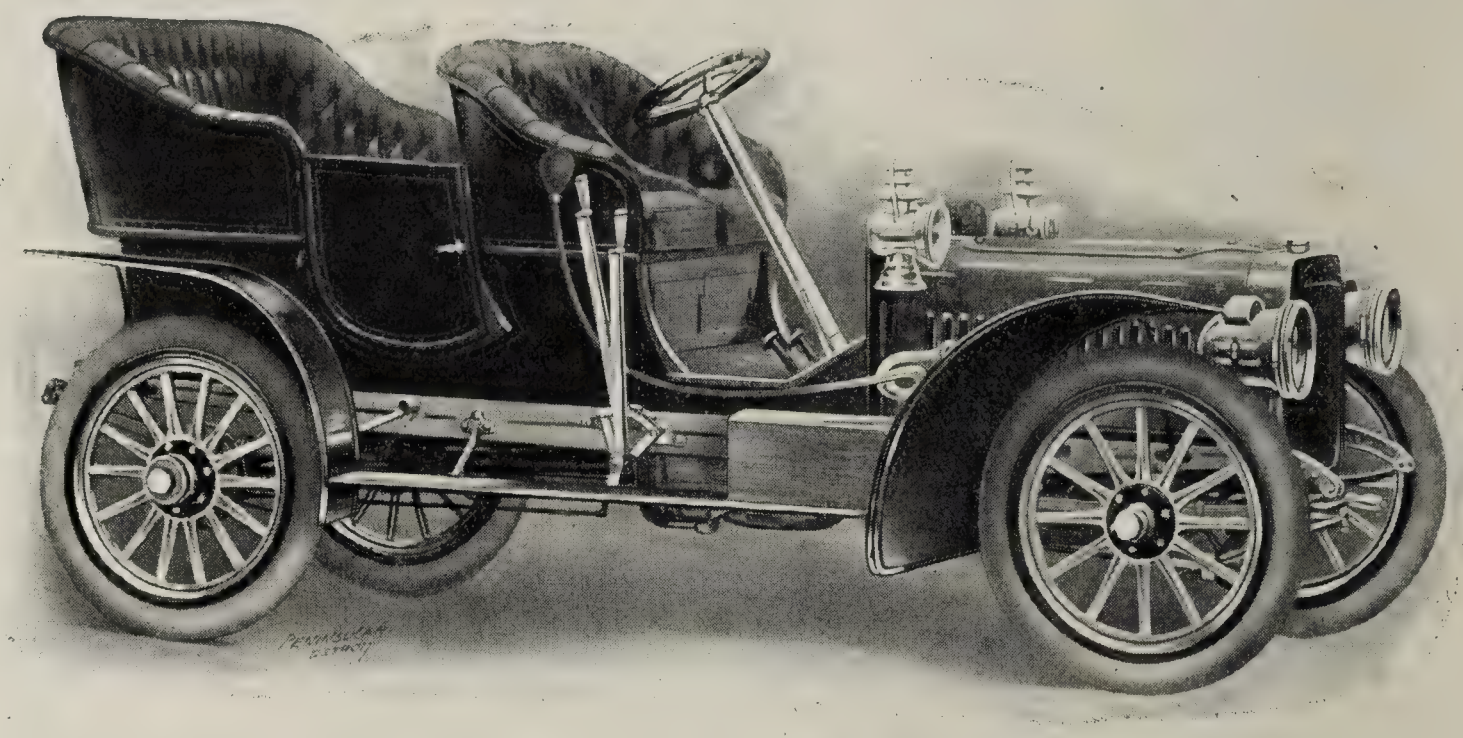
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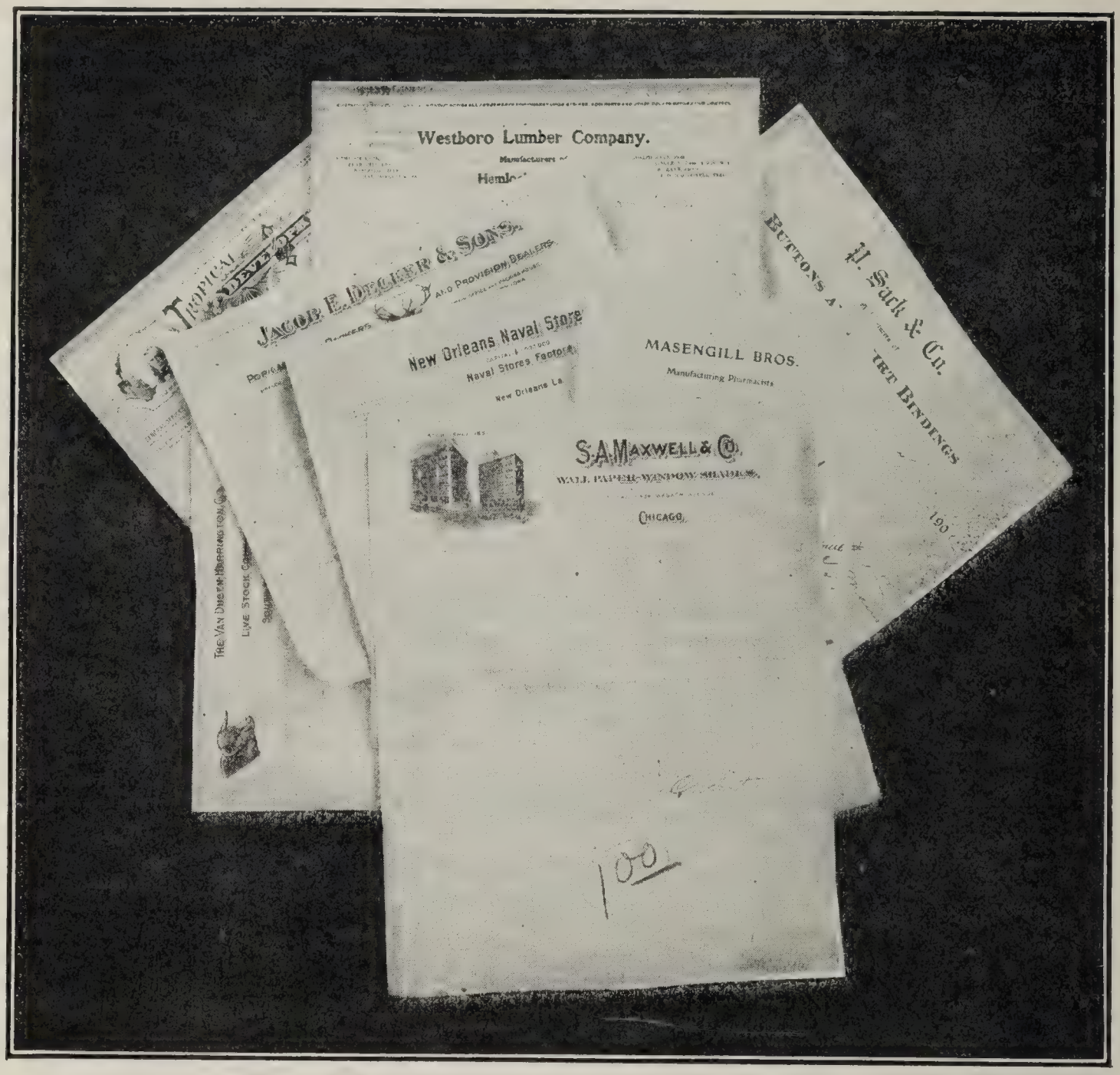
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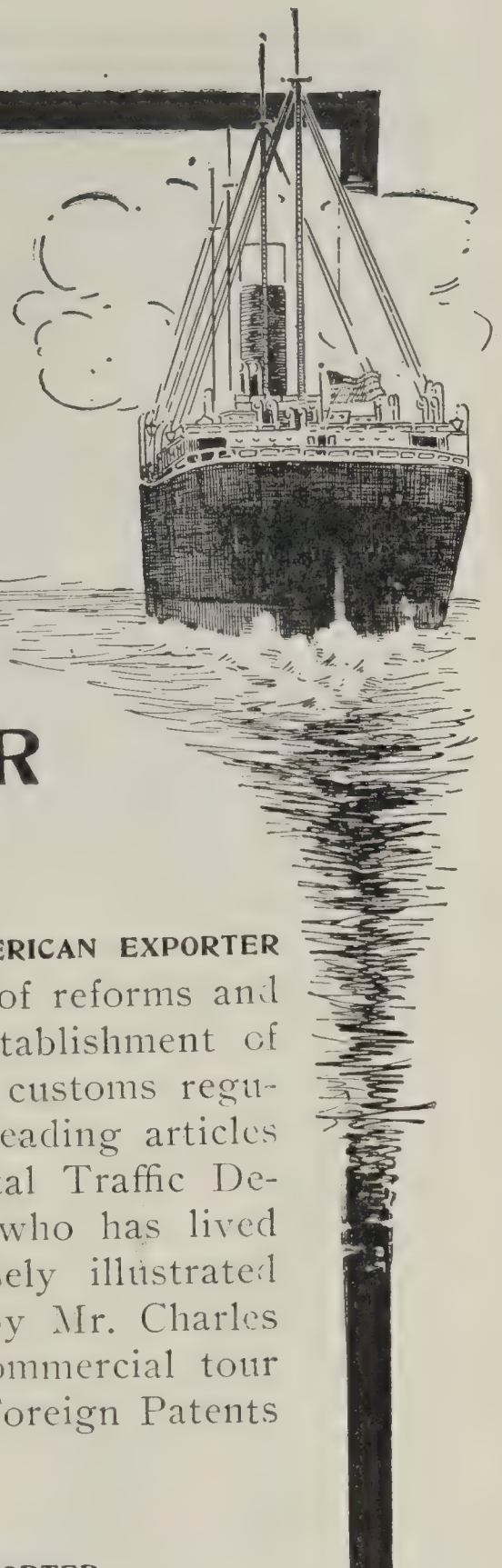
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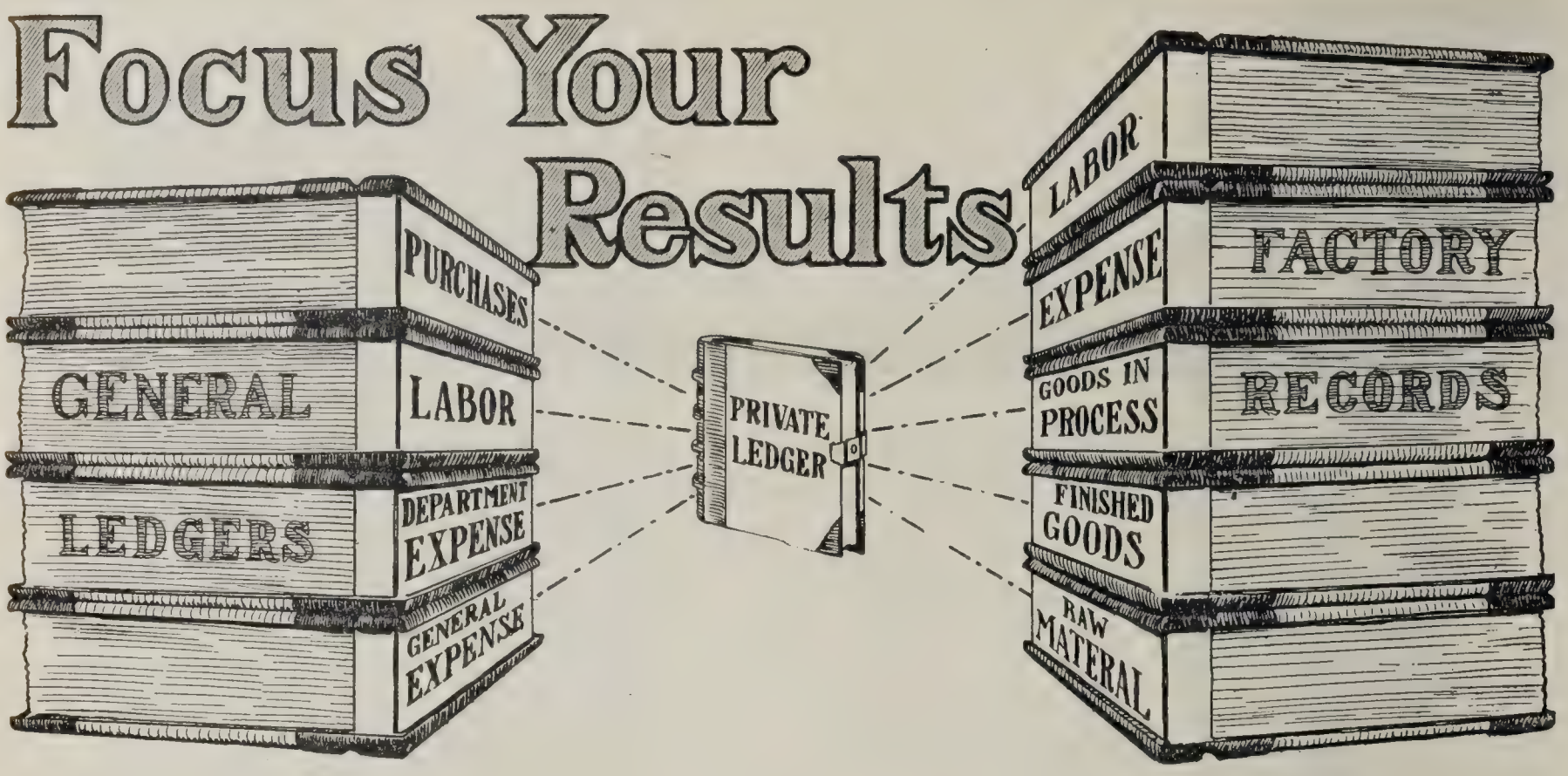
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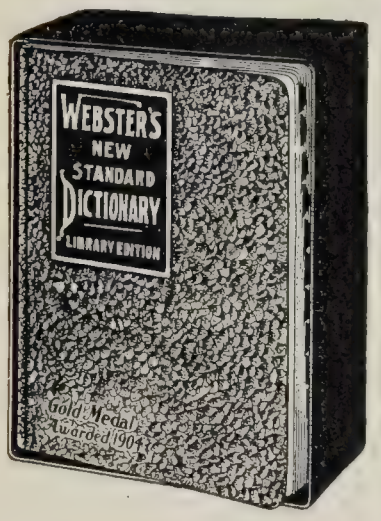
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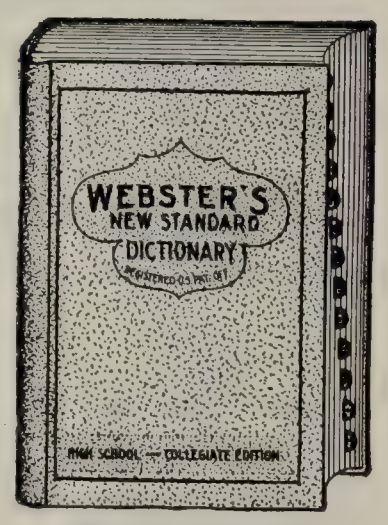


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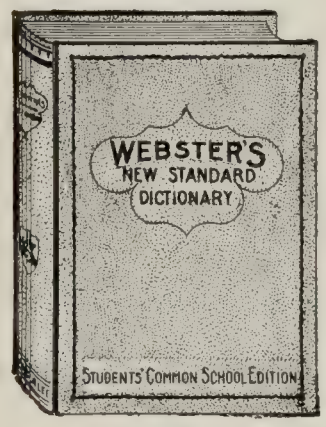
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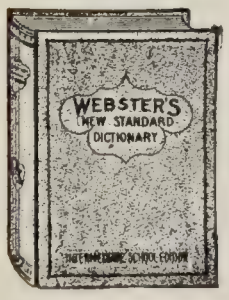


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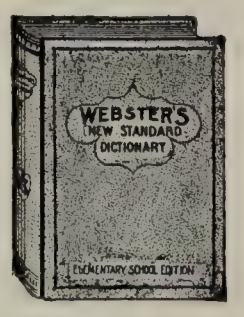
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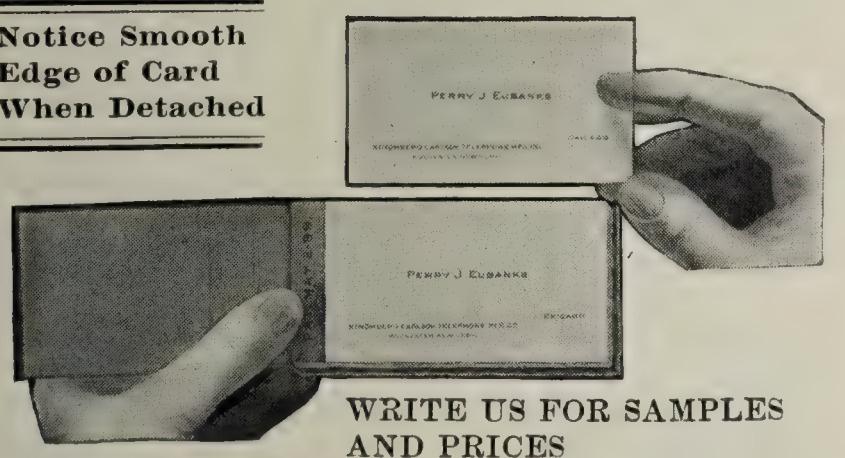
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The recent New York State Convention of the Independence League, which nominated William Randolph Hearst for governor, was a particularly difficult one for the shorthand man whose duty it was to supply continuous transcripts of the proceedings to the Associated Press and to the fourteen Greater New York newspapers, and at the same time a complete parliamentary report of the proceedings for the officials of the league. There were many tumultuous sessions, during which time the shorthand staff was kept busy writing shorthand of the most expert character while hurrying across the floor, jostled by delegates, writing on pads held in the hand, and transcribing notes back of the flies of the theater in which the convention was held, while surrounded by excited delegates.

To perform this high grade work requires the most expert type of shorthand ability, and in this convention the men who could be depended upon to correctly take in shorthand, and afterwards transcribe the utterances of the delegates, no matter at what speed they were made, or how trying the circumstances, were chosen to do the work.



SCENE DURING A SESSION OF THE NEW YORK STATE CONVENTION.

The youngest shorthand expert on this staff was Mr. Clyde H. Marshall and on him devolved this most arduous duty. Whether reporting the speeches of the men who placed the names of the various candidates before the convention for its consideration, or taking the acrimonious debate on the floor, Mr. Marshall proved equal to the emergency and established for himself a reputation as an expert shorthand reporter, which means for him an assured future and an honorable position among the experts of this country.

Like every other man or woman who is competent to perform this most lucrative work, Mr. Marshall received careful training and instruc-

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Less than a year ago Mr. Marshall enrolled in the correspondence course of the Success Shorthand School of Chicago. Realizing that he had but an imperfect knowledge of shorthand, he began the study the same as though he had never seen a shorthand book. In a few short months he had progressed to such an extent that he became recognized even in so great a city as New York, as one of the best shorthand writers in this country. When Honorable William Jennings Bryan was given his great reception in New York City, Mr. Marshall reported the meeting and to him is due Mr. Bryan's possession of a verbatim report of the meeting. Mr. Marshall is now employed as a reporter in the criminal courts of New York City, this work being performed for Honorable William Travers Jerome, district attorney of that county.

Mr. Marshall is but one of the many shorthand writers who have gained distinction throughout the United States and who have been instructed and trained by the experts who preside over the Success Shorthand School. Here are a few who owe their ability to the instruction given by this course:

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Eva C. Erb, Ogden City, Utah—Formerly a commercial stenographer, now official reporter of the Second Judicial District of Utah; trained through the correspondence course.

Gordon L. Elliott, Mason City, Ia.—Official Reporter of the Twelfth Judicial District of Iowa, a former Benn Pitman writer. Now writes and enthusiastically endorses Success Shorthand. Took correspondence course.

Mary E. Black, Ashland Block, Chicago—Formerly a Graham writer in a commercial position. Now a court reporter with a lucrative business.

James A. Newkirk, 607 American Trust Building, Cleveland, O.—Enrolled in correspondence school from Columbus, O. After graduation started in business in Cleveland at above address as a court reporter. During the last summer reported investigation of the Standard Oil Company, the famous Ice Trust case, and many others.

John W. Neukom, care Court House, St. Paul, Minn.—Formerly a Munson writer. Was perfected through correspondence course while working as a commercial stenographer. In the summer of 1906 was appointed a member of the official corps of stenographers in St. Paul.

Leonard P. Biggs, Official Reporter, Wilmer, Ark.—Former Benn Pitman writer. Increased ability and, to use his words, "Increased my income more than 25 per cent."

E. A. Ecke, Private Secretary to John R. Wallace, former chief engineer of the Panama Canal. Educated by correspondence while residing at Auburndale, Wis.

Ray Nyemaster, Private Secretary to Congressman Dawson, of Iowa—Studied while residing in Atalissa, Iowa.

Roy Bolton, Private Secretary to Comptroller of Illinois Central Railroad. Graduated from the personal school in Chicago when sixteen years of age; wrote in a public test at the rate of 222 words a minute.

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The Business Man's Magazine

E. H. BEACH, Editor.

VOLUME XIX NOVEMBER, 1906 NUMBER V

Lockmaker vs. Lockbreaker

By F. A. SOUTHWICK, L. L. B.

THE eternal contest between the lockmaker and the lockbreaker forms one of the most interesting studies, not alone of sociology, but of the development of mechanical ingenuity under stress of necessity. The desire to protect one's person and property on the one hand, and the determination to unlawfully deprive one of his property on the other, has given rise to some of the most ingenious, and sometimes marvelous, achievements that the world has ever seen. The fact that they are not so well known as some of the great revolutionary inventions, detracts nothing from their merit, because from the very nature of things such inventions would naturally be little talked about.

While a study of the development of devices for safeguarding life and property may be more interesting to the mechanical expert, still, when stripped of its technicalities it possesses much that is of interest to the lay reader. Our great writers of fiction, whenever they touched upon the matter of locks, were woefully ignorant as to the true facts, and some of the stories of wax impressions of keyholes, skeleton keys or secrets of picking, when the facts are known, fall into the same class as paintings of the new moon in the east, or spectacles upon the nose of Moses.

While it is a fact that many of the locks of the present day offer no real security to the expert lockbreaker, it is seldom that he resorts to any of the devices which are commonly believed to be his stock in trade.

It is also a notorious fact that the safeguarding of valuables depends largely upon the publicity of the receptacle and in many cases this is absolutely the only protection.

Probably if our bankers throughout the country actually knew the inherent weakness of many of their ponderous vaults, and their combination locks with millions of changes, they would give the police force of our cities much more credit than they do. For it is well known to the lockbreaker, as well as to the lockmaker, that often what seems to the eye to be the utmost security, is really the greatest weakness.

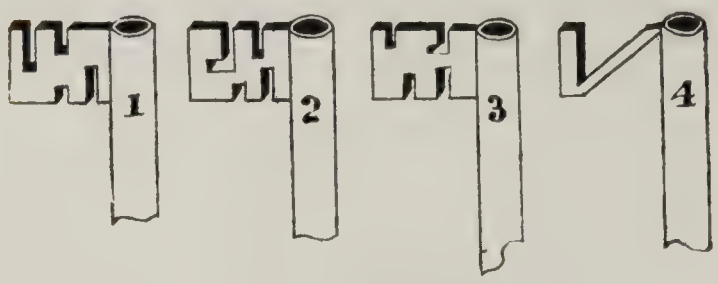
When Shakespeare said "Fast bind fast find" he was probably sincere. But Shakespeare was not a lock expert, and, Donnelly to the contrary notwithstanding, it is not believed he was a thief. Therefore he could not be supposed to know that locking up valuables is not always the way to preserve them to the owner's possession. I doubt not that in those days in Venice there were expert gentry who could walk into Shylock's dwelling with as much ease as did Lorenzo the heart of his daughter.

The earliest locks of which we have any authentic knowledge were those used in Oriental lands, some of which are even in use at the present day. They usually consisted of large and heavy wooden bolts fastened to the inside of the door, and kept from being removed by a number of pegs of different lengths. The pegs were arranged upon another billet of wood, called the key, which was inserted through a hole in the door, which, while it would admit the

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hand and arm, was sufficiently far from the lock proper to prevent its being tampered with by one not in possession of the proper key.

Here, again, at the very beginning of things, the owner of the house advertised to the world the secret of his lock, for the keys were so large that it was impossible



FORM 1

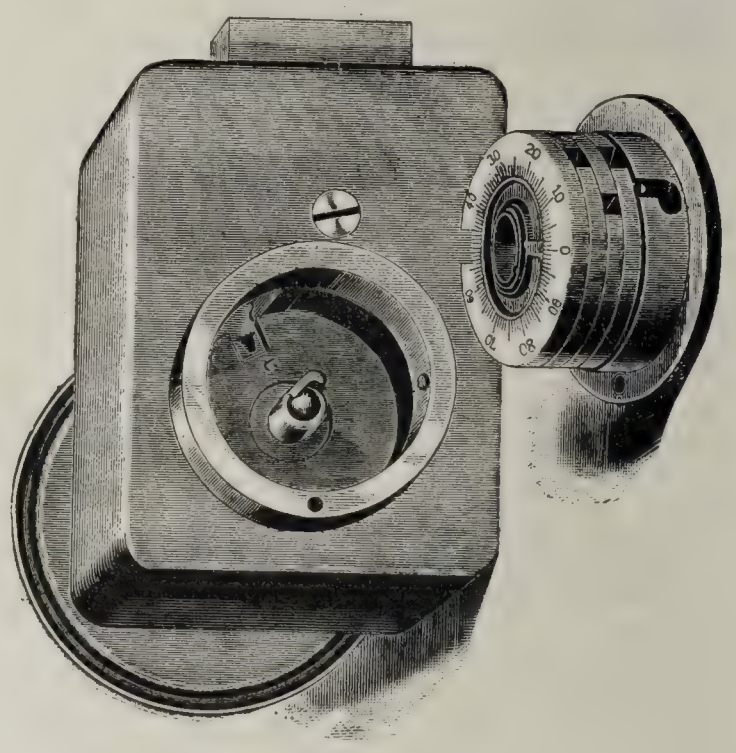
to carry them concealed about his person. Often the oriental merchant or householder could be seen walking serenely along with his keys slung over his shoulder and reaching down to and even below the waist. The thief who possessed a good eye for proportions, and, be it remembered, such persons are usually of more than ordinary keenness of wit in this direction, could easily prepare for himself a similar key from memory and after a few trials open the door as easily as the owner himself.

When the German iron workers begun to make locks, they produced what are known as warded locks. These used a ponderous brass or iron key, and the keyhole, while not large enough to admit the hand and arm, would admit the finger, or any suitable picking tool, so that while the large and massive construction gave a semblance of security, such locks were in reality no security at all to the ingenious or observing thief.

Illustrated herewith, Fig. 1, are some of the more common forms of warded locks. These while seemingly difficult of duplication, and offering obstruction to almost any ordinary form of picking tool, in reality consist of a single tumbler, which is operated by the end of the key. Any key with a blade which does not conform to the cuttings in the blades of the keys shown would of course not turn in the lock, and hence could not throw the bolt. But in No. 4 is shown a skeleton key which will open any of the locks, its shape being such that it clears all the wards and reaches the tumbler. As these wards were formed in the cutting of the interior case of the lock, it is evident that no impression of the keyhole would give the correct shape. But as the secret of warding locks did not long remain a secret, it only necessitated two or three keys with slight variations of the skeleton blade to open almost any of the locks of that day.

Locks of the present day are divided into three classes, (1) wing key locks, as has just been described; (2) pin tumbler locks, and (3) dial or combination locks. The higher type of modern bank lock, which will be described in full later on, is not properly susceptible of classification as a lock, it being an intricate automatic mechanism having none of the characteristics of the lock as is ordinarily known.

Wing key locks, with but little change except in the intricacy of the warding, continued to be used up to a comparatively recent date. In the early part of the nineteenth century the pin tumbler lock was invented, this being simply a return to the



FORM 2

early oriental lock, but made small, with a key which could easily be carried in the pocket. The pins were concealed inside of the end of the key, and the modern methods of close working in iron and steel made this key impossible of duplication except by careful study.

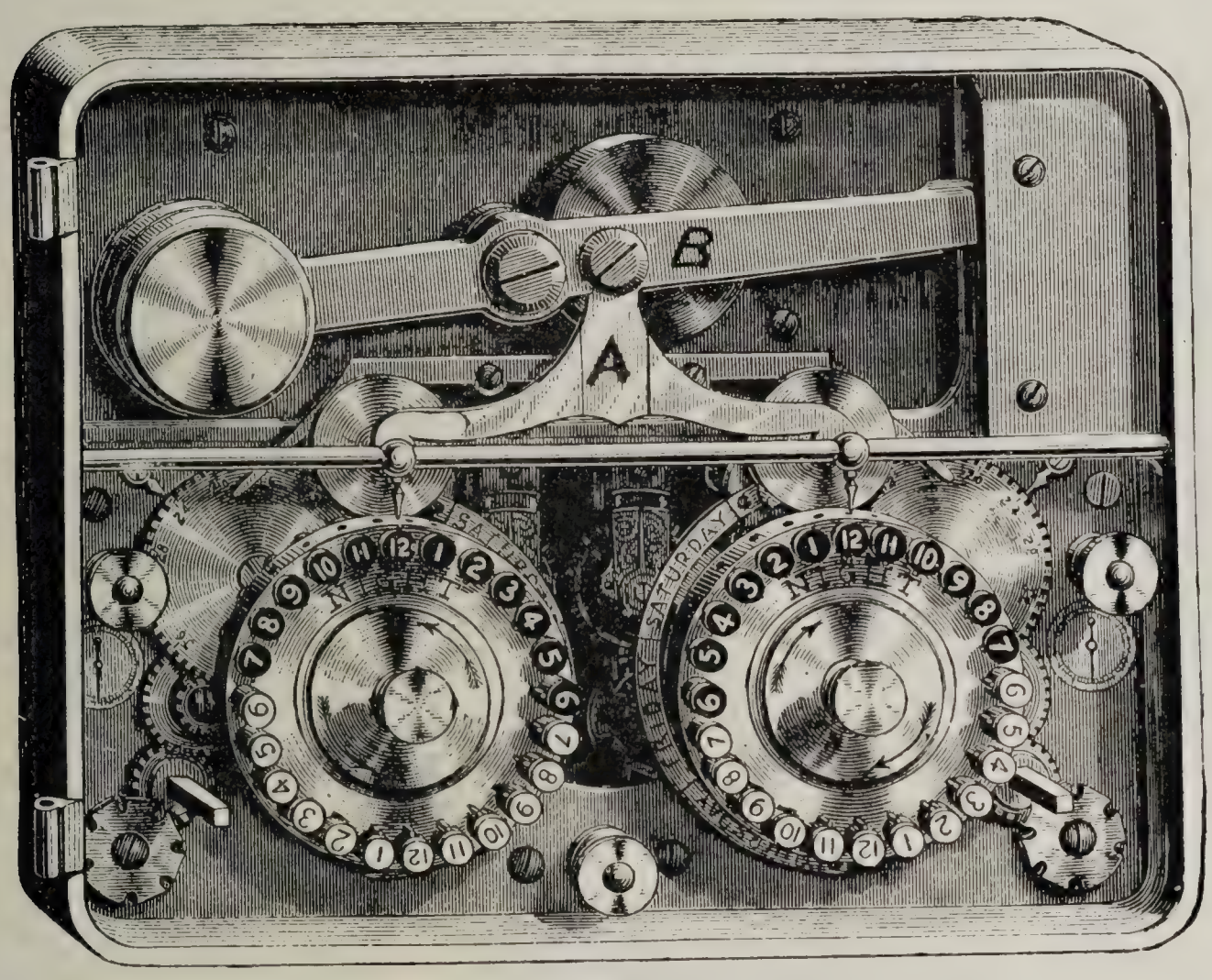
For a long time this lock was really secure, but it remained for a Yankee at the court of Queen Victoria, to show to the British lockmakers, who were then the masters of the art, that their wonderful Magic and Infallible locks could be easily picked.

Price, in an old volume upon Fire and Thief Proof Locks describes the method of ascertaining the proper means for picking.

Coloring matter, printer's ink, or some similar agent was introduced into the lock in the owner's absence, or without his knowledge. When the true key was used to operate the lock this coloring matter was by it distributed upon the faces of the tumblers and the path of the key clearly marked out. Now by inserting a bit of wood covered with white paper, and moving it under the tumblers an impression would be transferred to the paper which would clearly show the proper bitting of a key that would open the lock.

The next important step in lockmaking was the so-called Yale lock. This was invented by an American by the name of Yale, who made his locks with a very small and narrow slit for a keyhole. The original Yale key was a small flat piece of metal about one inch long and half an inch wide, with a series of indentations like saw teeth upon one edge. It was another form of the oriental pin tumbler lock, the indentations on the edge setting a series of pin tumblers so that the key could be turned, and with it the bolt of the lock. Strange to say, this earliest known form of lock is today in its later perfected shape, the only really secure key lock known.

It was soon found, however, that the Yale lock was in its early form easily picked by some small flat tool that would enter the keyhole and again the lock-breaker was ahead of the game. Not long, however, for the lockmaker hit upon the expedient of making the key corrugated, or crimped, and the keyhole of a corresponding cross-section. This precluded the insertion into the keyhole of any ordinary picking tool, but the ingenuity of the lock picker soon invented a tool that did open it and further improvements were forced. Yale locks are today made with an improved form of key and keyhole, which while resembling very much the corrugated



FORM 3

key, still is of such peculiar formation that so far as is known to the writer no picking tool has yet been found to open it. The term Yale locks is commonly applied to all locks having flat or corrugated keys. There are many makers of such locks and their products are not distinguishable to the uninitiated. What has been said regarding the Yale locks, as regards security and general characteristics holds good of the whole range of that class of locks.

But while the lock itself is practically secure against picking, it really offers little or no security against the determined lock-breaker, because manifestly the lock cannot be stronger than the door upon which it is used, and this offers the vulnerable point

to him who would for any reason force the lock.

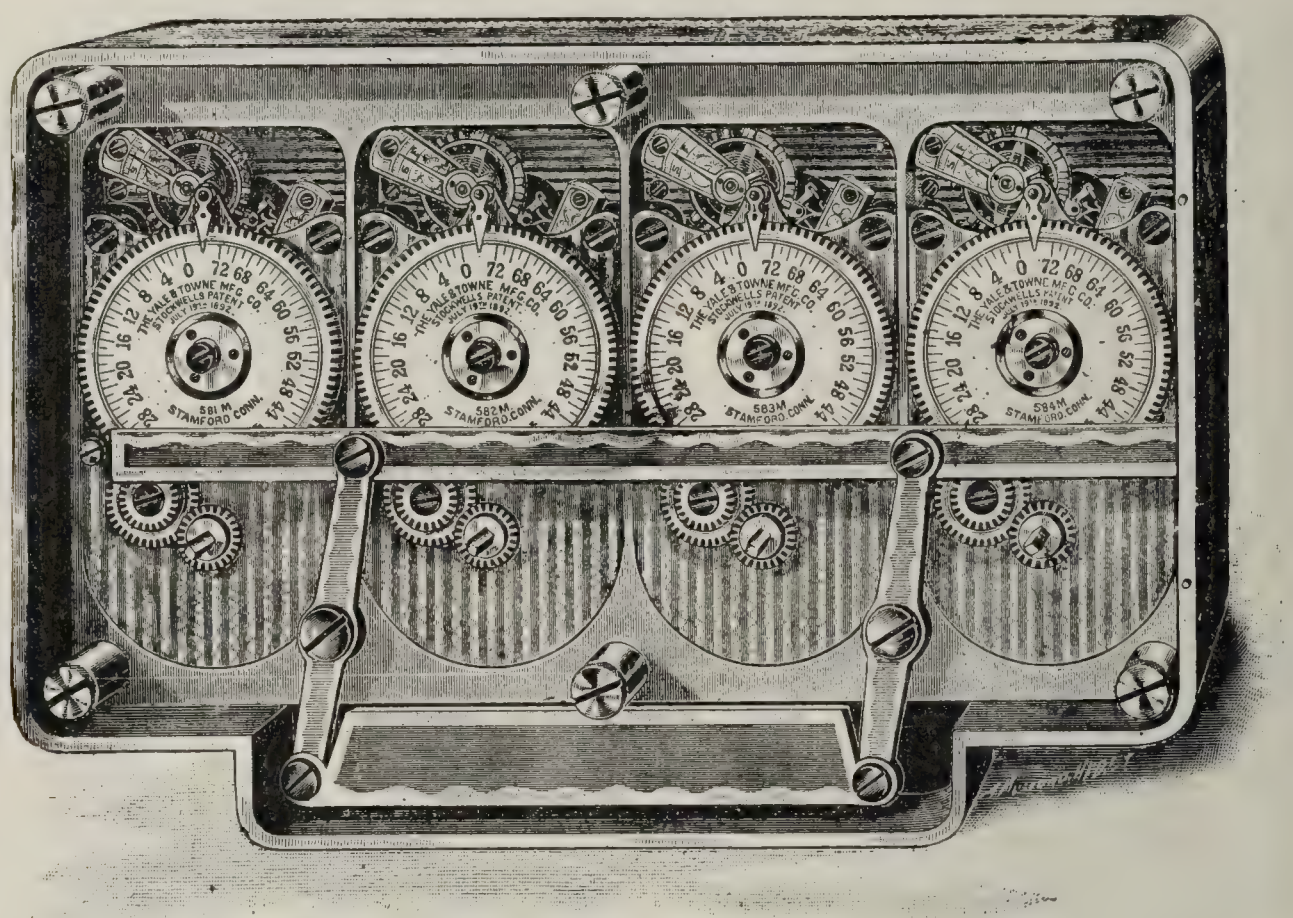
Both wing key and pin tumbler locks are used upon all classes of doors and receptacles today, and it is remarkable that for some 20 years no radical improvement in either has been made. This, too, in the face of the fact that there is not a single form of wing key lock that offers any real security, and most of them can be easily opened with a buttonhook or a piece of bent wire.

When, however, we come to consider the question of locks for use of banks and similar institutions, the development of the present devices, and the exciting race between the lockmaker and the lockbreaker reads like some highly imaginary romance.

As stated above, more than is generally supposed the banks owe their safety to the fact that they are so located that at all times of night the safe is in full view of the main business street frequently patrolled by watchful guardians, so that the burglar dares not assume the risk of detection at his work. There are, however, conditions under which the utmost publicity will be no protection, and it is to meet these conditions, and incidentally perhaps to guard against dishonesty of some employe that the modern bank locking devices are used.

The earliest form of bank locks were, of course, the intricate forms of key locks. Here intricacy was depended upon as a means of security. But it was found that no lock, however intricate or complex, was proof against attack so long as access was afforded to the interior of the lock by any form of keyhole.

The invention of the combination lock marked a decided step in advance, as it gave no access to or hint of what was on the inside. Combination locks, or as they are technically known, "dial locks," are so well known to everyone that but little description of their exterior is necessary. It may not be patent to everyone, however, just how they are operated and in the illustration, Fig. 2, is shown a dial lock with the tumbler case removed to illustrate the action of the tumblers. These it will be seen consist of a set of discs mounted upon a central arbor. Each disc has a notch cut in its edge. Each disc, by a lug near its center, moves the one next to it. Turning the dial on the front of the safe door communicates motion to the first tumbler, which in turn moves the second, the second the third and so on. Numbers on the tumblers correspond to the numbers on the dial, so that the operating lugs may be set to any combination of numbers desired and by turning first in one direction and then the other all the notches are set in alignment, and the tail of the bolt slides back into the notches of the tumblers and the lock is open.



FORM 4

It will be seen that there is absolutely no way to pick this form of lock. The secret must be known or the lock is impregnable to picking. But so long as security depends upon a secret there must be someone who will discover that secret and the security is then gone.

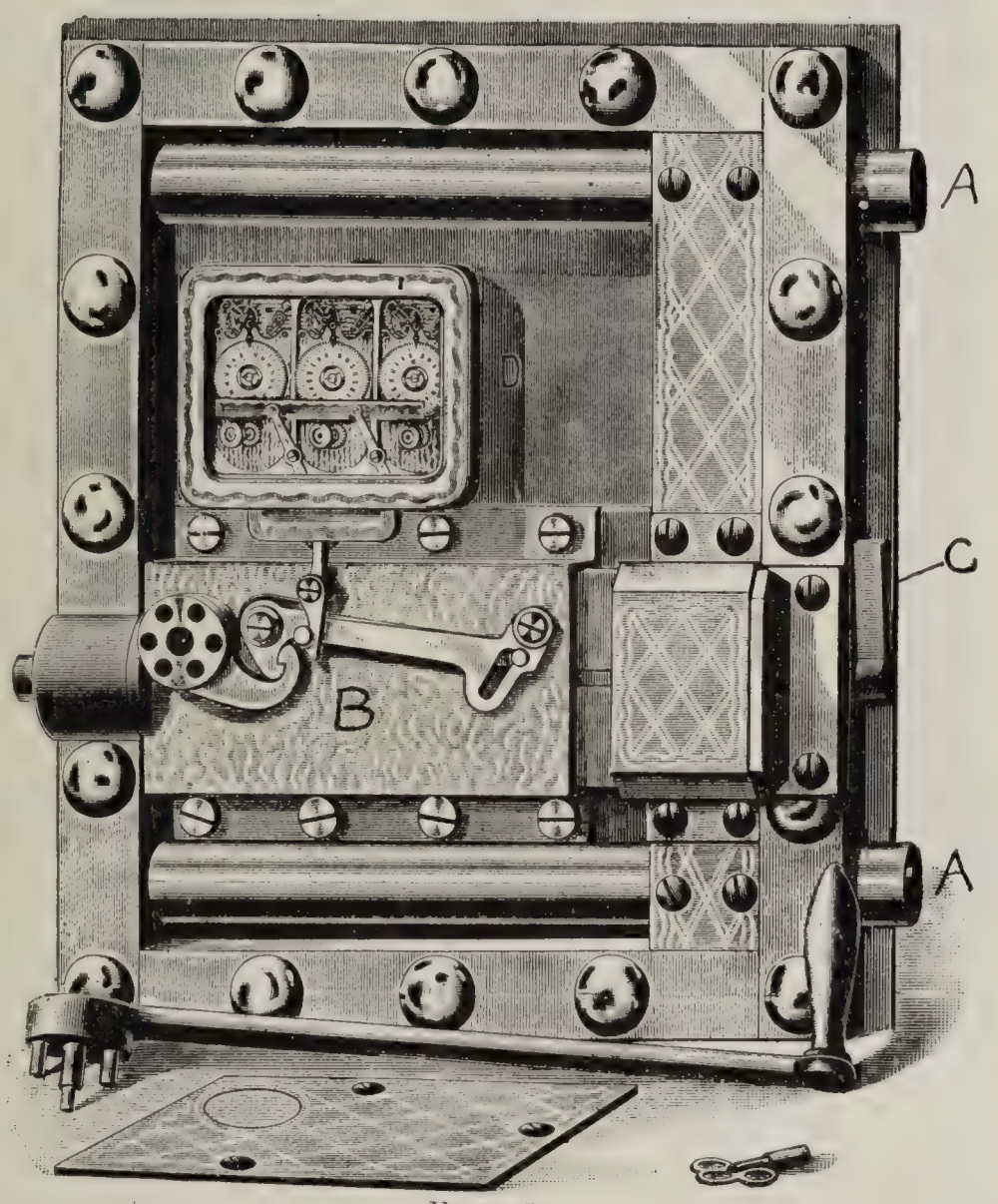
This secret was gained in two ways. First, by force, or bribery, from the one possessing it, as in the case of the cashier or other bank officer who was seized in his house, taken to the bank and compelled to open the lock. Again it was found that if one possessed the sense of feeling to a keen degree he could, by turning the spindle, feel the point at which the notches of the tumblers passed the tail of the bolt. When once this was known it was an easy matter to open the lock, and the safe breaker was once more the master of the situation.

This latter means was defeated by the invention of what is known as the roller fence arbor and balanced fence. Briefly described this consists in devices by which the point at which the tumbler notches pass the tail of the bolt can not be felt. The tail of the bolt is carried further away and a part called the fence interposed between it and the tumblers. The act of turning the tumblers in the direction of setting carries this fence entirely out of contact with the tumblers until they are all set in line, so that no one, however expert, can possibly gain any knowledge from the lock itself as to the proper combination for opening it. It was this invention which frustrated the expert combination lock opener, and gave rise to the masked burglaries so common a few years ago, and which resulted in the loss of millions.

The kidnapping of bank officers soon came to be attended with extreme danger and the enterprising burglar had to cast about for other means. It was soon found in nitro-glycerine. Immediately safe cracking became popular because of the ease and celerity of the process.

Having gained admission to the bank, the cracker kept out of sight until the sentry had passed on his rounds and then in a very few moments the contents of the safe were at his disposal and he was away before anyone could reach the scene, if indeed anyone should become aware of what is going on. As this method of safe cracking is practiced to this day on safes protected alone by combination locks, it may be well to describe the process.

The materials are a piece of putty, and a small piece of fuse. The safe cracker no longer carries a kit of tools. A sledge hammer can be easily stolen for each occasion. One blow of the hammer knocks



FORM 5

the knob from the dial on the outside of the safe. A little putty dam is then built upon the outside around the dial and liquid nitro-glycerine is poured in around the broken spindle. The fuse is then adjusted with more putty, lighted, and in a few seconds the door of the safe is on the floor. In cases where the lock parts are loosely fitted the dial is not broken as the liquid nitro-glycerine penetrates the crevices easily. Often, also, the concussion is deadened by wet blankets so that a person standing across the street would hardly be conscious

of the explosion. It would seem that at this point the safe cracker had the banks at his mercy. So far as the security afforded by dial locks goes he had indeed, and still has. A cheap combination lock is no protection at all. A good one is secure only against picking. There is not a combination dial lock known that cannot be forced in a few minutes, sometimes seconds, by the expert cracksman.

But the lockmaker could not allow this state of affairs to continue and his studies resulted in the invention of the timelock. The credit of this invention is claimed by several persons, but from personal knowledge the writer is convinced that the credit really belongs to Mr. Emory Stockwell, an ingenious Connecticut Yankee, whose contributions to this class of locks has done more to place within the reach of bankers and others means for absolute security than those of all others combined.

Stockwell argued along the well-known lines that no lock was secure so long as it could be reached by any means whatever, and he set about to provide for placing beyond the reach of anyone, honest or dishonest, the means of access to the lock.

He was first induced to do this from the fact that he recognized the ease with which any dishonest officer could visit the bank, open the safe and abstract the contents. His earliest invention, therefore, consisted in certain mechanism operated by a clock movement, which kept the combination lock on guard until a certain predetermined hour, and no one could open it until that hour. The early form of timelock is shown in Fig. 3. There are two high-grade watch movements, in front of each of which is a dial with twenty-four pins, twelve black and twelve white. The black pins denote the hours of the night, the white ones the hours of the day. These dials turn with the movements in similar manner to the hour hand on the watch or clock. The two wheels shown directly above the dials ride upon the rear ends of the pins. If certain pins are pulled forward, when these pins arrive under the wheels the latter will drop down into the spaces behind the ends of the pins. This causes the bar A to drop, pulling down the right hand end of the bar B, which in the illustration is up and closing a hole in the lock case into which the tail of the bolt of the combination lock slides when the lock is opened. These movements are kept running continuously and lock and unlock automatically at predetermined hours—each day except Sunday. On that day it does not unlock, but goes over to Monday. If now we assume that the safe is locked at four in the afternoon, and it is determined that it shall be opened at nine next morning, all the pins on each dial are pushed in except those between 9 and 4 on the white. When No. 9 arrives under the little wheel the operation above described takes place and the lock can be opened. When No. 4 comes under, the wheels ride up on the pins from No. 4 to 9 and the safe is locked. The reason for two movements will at once be evident. In case one should fail the other will do the work. One movement may stop or become deranged. It is almost certain that it will do so at some time. Two, however, can scarcely be imagined to go wrong at the same time.

Many improvements were made in the lock mechanism, and the certainty of operation increased by further duplication of movements each one capable of performing all the required work. One of the best is the Quadruple timelock shown in Fig. 4. This is used both for dogging the bolt of the combination lock, and also in a much more highly improved form as will be shown later.

For reasons above stated, however, Mr. Stockwell soon abandoned the idea of simply dogging the bolt of the combination lock. Three points for consideration brought the ingenious inventor to three separate decisions, viz., (1) Keep the burglar out at all times (2) admit the owner at the proper time; and (3) in case of attempt to force the lock provide such means that the result would be to effectually protect the safe. He reasoned that it was better far that any tampering would of itself completely shut out the world than that there should be any possibility of the safe being unlawfully opened. Thus it happens that if the safe is dynamited in the attempt to destroy the lock, and this results in stopping the lock or destroying the mechanism, the safe is forever locked and the door must be torn out or the safe destroyed. How he accomplished this will be interesting to note.

The first point for consideration was the

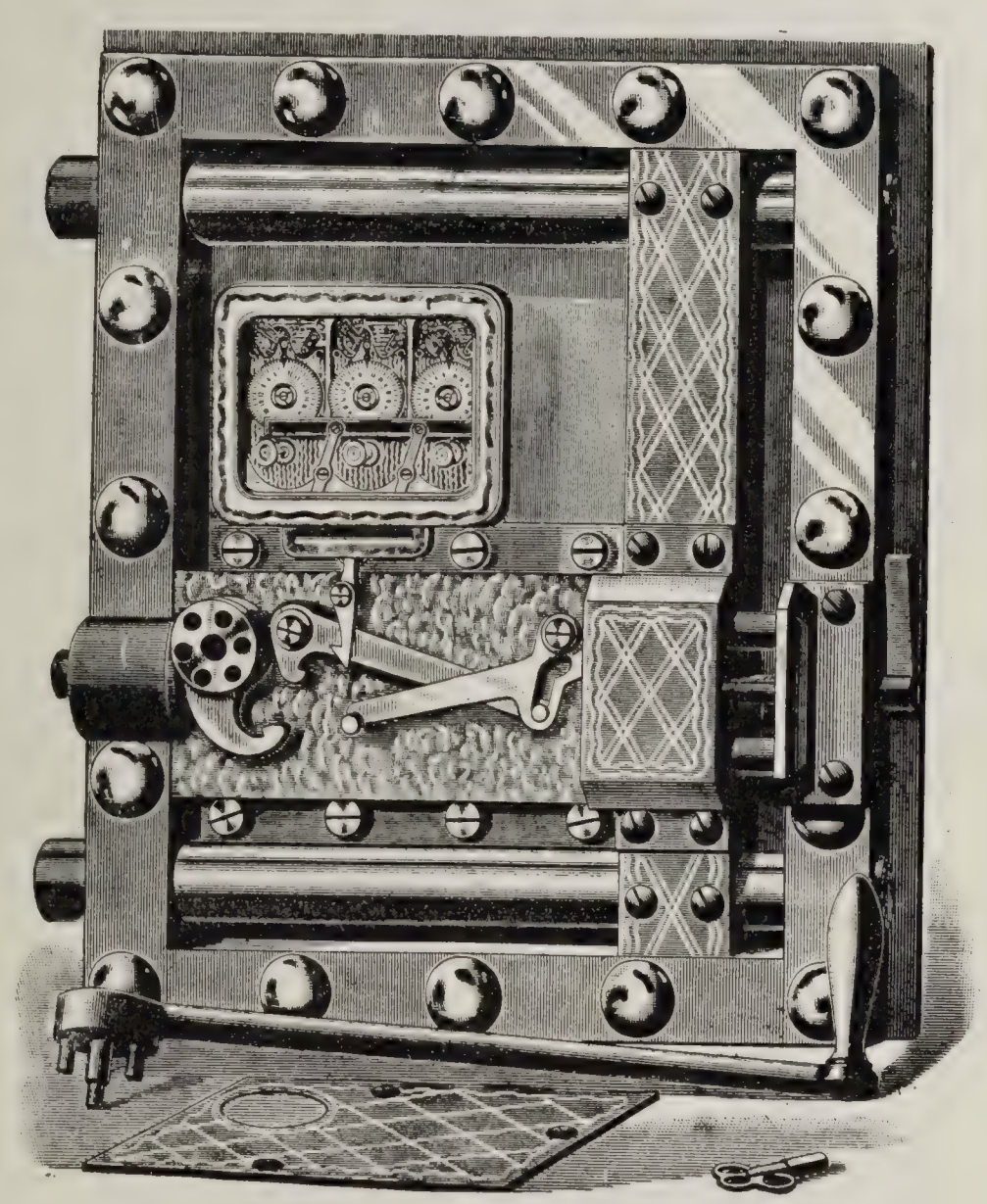
isolation of the locking mechanism and bolt work from all connection with the exterior of the safe or vault. This meant that there must be an absolutely solid wall and a solid steel door, with no place at any point where liquid explosives could be introduced. The problem was not an easy one as can be readily seen for it involved the use of means for both locking and unlocking automatically, and with absolute certainty, independently of the assistance of any human being whatever.

The solution of the problem was found in the now well-known Stockwell devices for automatically casting and retracting the bolt work, which was formerly done with the spindle through the door. This, the most marvelously organized, and at the same time most wonderfully simple and practical device, has revolutionized the entire art of safe and vault building and furnished a means of absolute protection which as yet the burglar has failed to overcome.

In Fig. 5 is shown a safe door fitted with the Stockwell device. This door is provided with two bolts A A, which in the illustration are shown shot forward as when the safe is locked. B is the bolt operating motor, which both locks and unlocks the bolts. The mechanism is now shown in the locked position, as it is set before the door is closed. At C is shown a small lever which when the door is closed strikes against the jamb of the safe and releases that part of the motor which controls the forward motion of the bolts, and the latter then shoot forward into the position here shown. The safe door is now securely locked. There is no communication with the interior and no one, whether dishonest or honest, can open the safe until the time determined upon before the door was closed.

At D is shown the time mechanism which controls the opening of the door. Extending downward from the case is a small hooked lever which holds the bolt operating motor in the locked position. This is so accurately adjusted that a slight direct pull will unlatch it, but it cannot be jarred loose. If, therefore, any attempt to release the mechanism by hammering, jarring, tipping the safe over, or resorting to explosions of dynamite on the outer surface near the lock, the lever still retains its position. Should this punishment be so severe as to derange or stop the time movements, then the safe is irretrievably locked and nothing but the destruction of the door will give access to the contents.

Upon the arrival of the pre-determined hour for opening, however, the time movements operate to pull the hooked lever to the right, which releases the unlocking device and the bolts are by it withdrawn. The door can then be swung open by a T handle attached to the outer plate of the safe door. At Fig. 6 is shown the same mechanism in the unlocked position. It will be seen that the bolts are withdrawn and the locking levers have fallen downward. While in this position the door can be closed at will without locking.



FORM 6

In the illustrations three time movements are shown. This is simply to guard against the possible, though remote, contingency of stoppage of the movement. One might stop, two would hardly do so at the same

time, while it is impossible to conceive of three all going wrong at the same time. Any one of the movements will perform the required work in releasing the locking motor, so that in case one should fail there are two more right behind it. This duplication of movements is sometimes carried still further and four and even six movements used. This seems needless, but it is in line with the wise precaution that provides for the most remote chances of trouble and seeks to eliminate any possibility of the safe not opening at the appointed time. Because if it does not open there is no longer a spindle through the door to drill out and release the bolts. The same principle is carried out in the duplication of the operating motor, which is also sometimes made double, so that in case of failure of one there is still another to perform the work of retracting the bolts. Both these motors are operated by one timelock, the latter having usually three movements as above described.

It will thus be seen that at last the lockmaker is ahead in the game and the enterprising burglar is not burgling around where timelocks and automatic bolt motors are employed. There are no more masked burglaries in banks employing these devices of safety and security. Safety and security alike to property and person, for the banker can now rest assured that his valuables are safely locked, even from himself, until he shall be ready to release them, and his slumbers will not be broken by a trip to the bank at dead of night under escort of a gang of safe crackers.

But the ingenuity of the inventor did not stop here. His work, though nearly finished, was not entirely completed. He had for all time baffled the burglar and provided means of security depending upon no secret, and which, therefore, called for no further element of protection.

There was one more contingency to provide for and that this might also become necessary has been shown by such experiences as Charleston, Galveston and San Francisco.

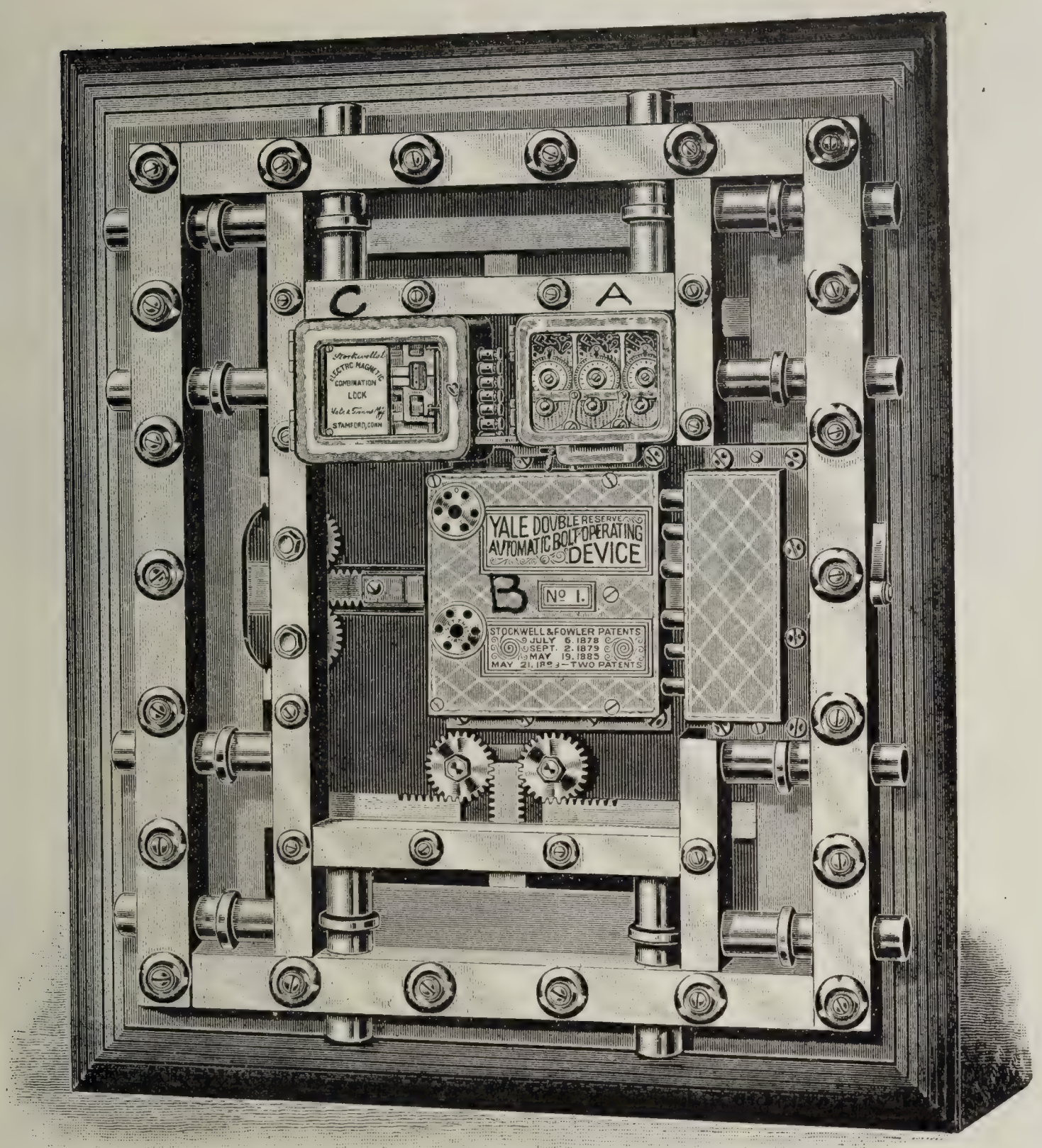
Having determined that the safe should be opened at a certain hour of the following morning, the inventor foresaw that sometimes it might happen that the proper officers of the bank or vault could not be on hand at that time. The safe door was of course open to whoever should be there, and it can easily be imagined what would happen if this fact was known, and the city, or the street, or even the building be in the possession of a mob, or at the mercy of a gang of looters always to be found in the wake of a fire or earthquake. It was therefore determined by Stockwell to go a step further and provide means whereby the safe would not be opened at the predetermined time, but would be still closed until opened by other means.

This was accomplished by the invention of the Stockwell Electric Combination lock, shown in Fig. 7.

The usual timelock A and double bolt motor B, above described, are provided as in the ordinary manner. There is in addition a combination lock, C, but constructed upon an entirely different plan from anything else in that line. This combination lock may be set up, or thrown off, that is, locked or unlocked, at any distance from the safe. For instance, the safe may even be in Chicago and be unlocked from New York.

If it has been determined that the vault shall be opened at nine, the timelock will release the bolt motor and place it in position to retract the bolts, but this motor cannot perform its work until the electric combination has been set. When this is done, the motor immediately retracts the bolts and the door may be opened. When the time mechanism and the bolt motor have in turn performed their duty the setting of the electric combination may be deferred for any desired length of time, an hour, a week or a month. The security is unimpaired, and no access to the contents can be had except annihilation of the safe itself until the electric combination has been set to release. This may be done from the office of the Electric Burglar Alarm Company, if there is such institution in the city, or it may be done from the police headquarters, as is frequently the case. Another element of security is the fact that no amount of tampering with the electric combination while on guard will in any way affect the rest of the security devices, as the timelock absolutely holds the key to the situation and cannot be bribed nor coerced.

It will be seen, therefore, that the intentions of the inventor have been carried out to the letter. The door is forever locked against the burglar. It is equally inacces-



FORM 7

sible to the officers of the institution until the proper time, and should the contingency arise which demanded it, the safeguarding may be prolonged indefinitely.

In the race between the lockmaker and the lockbreaker, therefore, honors were about even until within the last two decades, when the automatic devices above described at once and forever put an end to safe cracking wherever they are used It would seem that the right has prevailed and might is helpless, from which many moral lessons might be drawn if it were the province of this article to point any such moral.

There is one circumstance, however, that may be used to adorn the tale, as it offers most striking illustration of an inventor giving his life for the sake of his work.

In the evolution of the details of the electrically controlled automatic bolt motor, there were many serious obstacles to overcome, and many intricate problems to be solved. It was not the work of a moment nor of a year. At last, however, all had been worked out to the inventor's entire satisfaction except one little detail. It was a simple matter, seemingly, still it did not seem possible to bring it about. Several times the inventor was upon the point of abandoning the entire idea, simply because of this one little point which seemed to be the key to the entire situation. Finally, after working steadily for several months with indefatigable patience and study, Mr. Stockwell stated one day in the writer's presence that he was convinced that he could not solve the problem and would

abandon the idea entirely. He left his workshop at 6 p. m. that night and as he afterward stated, thought no more about his invention, and that even up to the time of retiring it had not again occurred to him to think of it. He retired early and slept soundly for the first time in months. In his sleep during the hours of early morning he was again in his workshop, and, marvelous to relate, was putting the finishing touches upon the very part that had so long baffled all his skill and ingenuity. So vivid was the impression that he awoke, and stepping to a small table in his room where he always kept pencil and paper, he roughly sketched the finished part as he in his dream had seen it, donned his clothes and went to his workshop. At seven that morning he had his invention perfect and complete, the problem successfully solved, and that very day the final papers in the patent application were forwarded to Washington.

But the master mind had ceased its working. It was the last work the gifted genius ever did. He never lived to see the results of his labors, and only knew by the foresight of faith what tremendous benefit he had bestowed upon the world. In six weeks from the night he dreamed out his invention he was dead. But though dead his work has continued to exalt his name, and so long as there are banks and bank locks so long will the name of Stockwell stand for all that was latest, best and, in all that pertains to absolute security, perfect.

Feminine Resource

WE HAVE heard a good many office-boy stories lately, so it seems to be about time to vary things with one about the office-girl. The following comes from Christ church:

We recently took on a lady book-keeper, and the other day, as I had a few minutes to spare, I thought I would have a look through her books to see how she was getting on. I found that her books were very untidy (by the way, it is peculiar that, generally speaking, a woman is very tidy about a house and untidy in her office work, whilst a man is just the reverse. I wonder why?) and had occasion to point out several very badly altered figures in the cash book. The amount of $38.80 had been altered to $47.19 by having the latter amount plastered over the top of the former. I pointed out that the correct way to alter an amount was to rule out the wrong figures and write the correct ones just above them.

"Look at that," I said, pointing to some undecipherable hieroglyphic on the debit side of the book, "I am sure you cannot tell me what figure that is supposed to be."

"Oh, yes, I can," she replied. "That is an eight."

This rather disconcerted me, but I thought perhaps I could catch her some other way.

"But you would not be able to tell me what it was a month from now."

"Yes, I would," she said, "because when I altered the amount I remembered noticing that the entry was on the 8th May, and the date would remind me what the figure was."

I felt distinctly nonplussed. It would never do to let her beat me, and I thought hard for some seconds. At last a question suggested itself to me which must bring her down.

"But suppose," I said, "you were very ill and someone else had to keep your books for a few weeks; how could he know what the figure was?" (That's got her, I thought).

"Well," came the answer as quick as a flash, "he could easily ring me up. We are on the telephone."

I gave her best.—*N. Z., Business Life.*



The Yankee Crane Builder and His Conquests

By WALDON FAWCETT

AMERICAN manufacturers of every imaginable commodity from locomotives to pocket cameras have had their victories, little and big, in foreign markets, but it is doubtful if there is a business romance in the annals of international trade more inspiring than the record of the manner in which Yankee crane builders have, during recent years, won their way abroad in the face of the fiercest of competition. The nature of the articles marketed and the restricted character of the field open to them give an especial significance to this masterly salesmanship.

In the first place it must be taken into consideration that a traveling crane is not a moderate-price article appealing to popular taste but a utility for shop equipment costing hundreds or thousands of dollars and contracted for by purchasing agents who have at their finger tips a great fund of technical knowledge governing the selection. Moreover, the American-made cranes, when their builders made bold to seek an entering wedge to the European market, were pitted against a somewhat similar line of products with which the consumers were presumably entirely satisfied.

In other words the Yankee purveyor of cranes for use in shipyards and other manufacturing plants far from filling a long-felt want in an unoccupied field was much in the position of the man who "carried coals to Newcastle." In short he must displace a home product and every man of affairs who has assailed the European stronghold under similar circumstances knows how easy that is. To make matters worse the novelties for which he sought an opening were products of iron and steel and British and continental iron masters are particularly self-satisfied with their own methods. They admit that by reason of Uncle Sam's wonderful resources in the line of coal and iron ore and our low transportation charges from mine to furnace the American manufacturers can produce iron and steel at rock-bottom prices and for this reason they are willing to buy more or less material in the United States but they are in most instances loath to confess that anything good can come out of America in the way of machine tools, metal working or handling equipment of any kind.

The Yankee crane builders were shrewd enough, however, not to throw down the gauntlet to their foreign rivals on a mere question of price. Instead they introduced abroad a class of cranes radically different

in type form anything previously in use there. Most of the European cranes are of heavy and ponderous construction. The American built cranes which have vanquished them are staunchly built and capable of meeting all strains likely to be imposed upon them, but they are of skeleton construction. Consequently they can be quickly erected; they occupy a minimum of space and they are capable of higher speeds in all the functions of operations.

Much of the credit for the conquest of the American crane builders abroad is due to Mr. Alexander E. Brown, of Cleveland, Ohio, who was chiefly instrumental in developing that unique type of burden-bearer, the balance cantilever crane, which has won out so decisively in every foreign country where there are industrial plants of such magnitude as to justify the employment of these cranes. The cantilevers embody entirely new features in crane construction which allow long spans and high speeds and since the American inventors had the foresight to patent these perfect machines in all foreign countries it has come about that all the cantilever cranes for the world's workshops are produced on this side of the Atlantic.

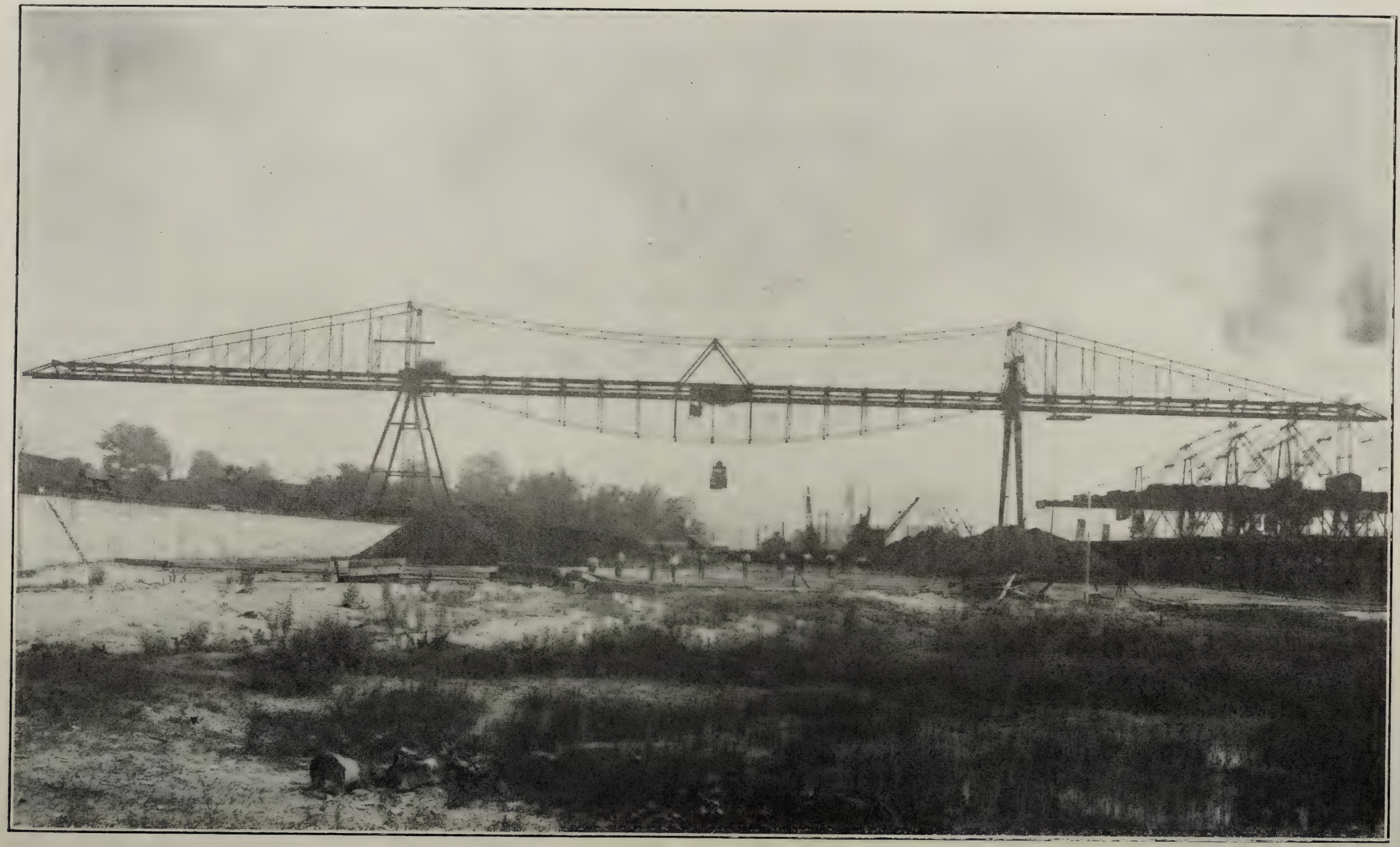
The idea of the cantilever crane might almost be said to have had its inception in 1882 when Engineer Brown invented its immediate predecessor—a movable bridge tramway for hoisting and conveying bulk material of every description—coal, ore, earth, etc., from vessels, mines, and other places and transferring the commodities to piers, warehouses, stockpiles, cars, storage bins, etc. The advent of the cantilever crane, proper, followed within a few years. In the early days of American-made cantilever machinery many prospective purchasers stood aghast at the prices demanded for the equipment. Then the manufacturers made one of those daring strokes in salesmanship which has characterized the whole selling campaign of Yankee crane makers



AMERICAN CRANES AT PLANT OF VICKERS SONS & MAXIM, IN ENGLAND.

They offered to install the new-fangled machines with the understanding that they should be paid for only when the savings over the old systems of transfer had reached in the aggregate the price demanded for the new installation. It was thus demonstrated that the improved machinery would pay for itself in less than a year.

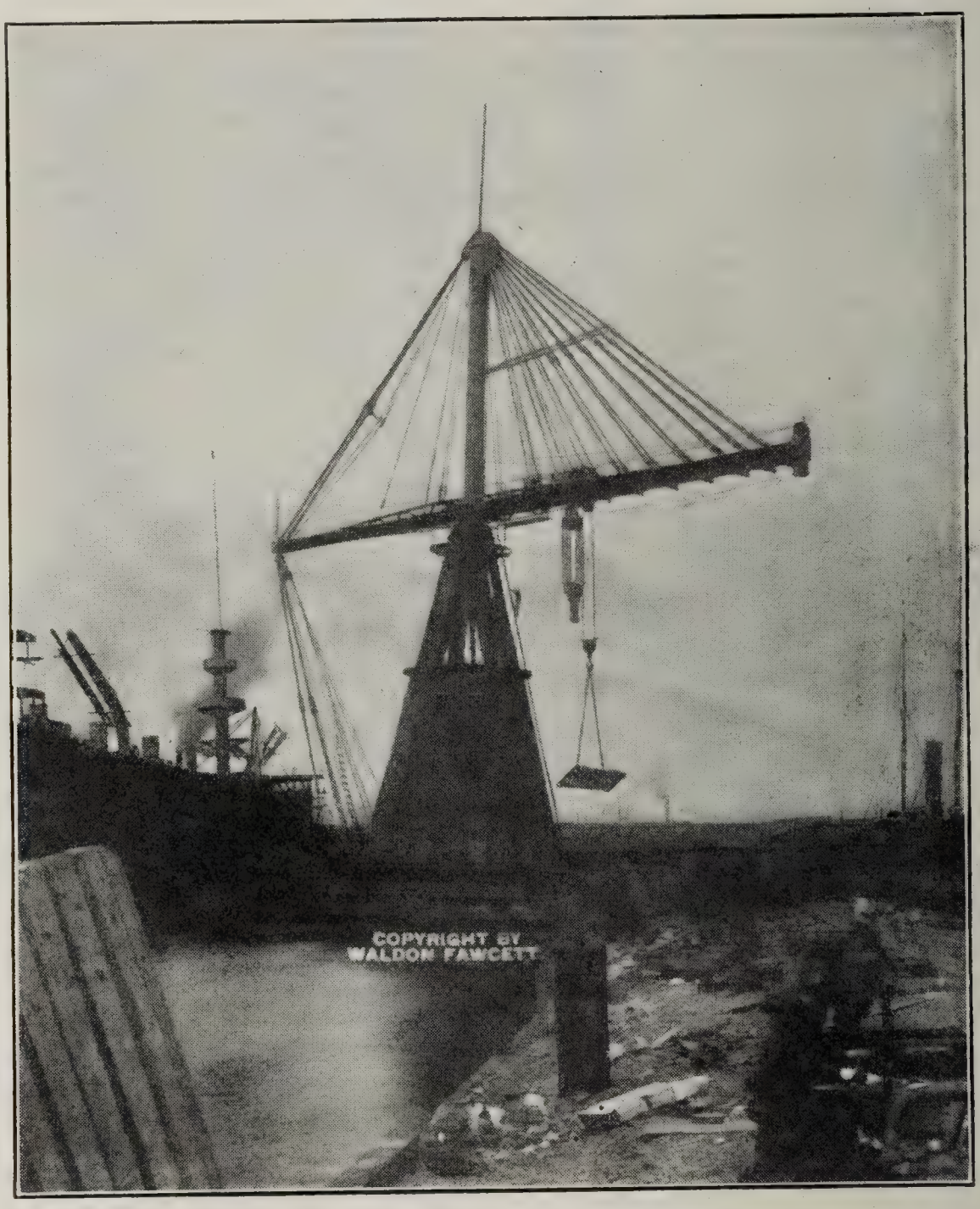
The cantilever cranes, which are operated by either steam or electric power, are almost invariably mounted upon steel trestles designed especially for this service and embodying new features in construction. This enables the long slender arms of the crane to reach out on either side at great height above the ground and renders these novel burden bearers particularly adapted for use



A BRIDGE TRAMWAY.

in shipyards where heavy pieces of iron and steel must be lifted over and around and above ships under construction on the stocks. The consequence is that not only are groups of cantilevers to be found in the most progressive Yankee shipyards—plants such as the famous Cramp institution at Philadelphia and the plant of the Newport News (Va.) Ship Building and Dry Dock Co., but that cranes imported from the well-known manufactory of Vickers Sons & Maxim, at Barrow-in-Furness, England.

Another class of cranes which by reason of their efficiency have proven a powerful weapon in the American manufacturer's invasion of the foreign market is found in the high-speed gantry cranes. These cranes have their girders hung to portable piers in such manner that no damage or inconvenience results if the tracks upon



FLOATING DERRICK ATLAS—LARGEST IN THE WORLD—AT THE CRAMP SHIPYARD.

United States are doing the major part of the work of fetching and carrying for the conservative but economical British shipbuilder. Among the leading foreign industrial institutions where such machinery is now in use may be mentioned the famous shipyard of Harland & Wolff, at Belfast, Ireland; the Stabilimento Technico Triestino, at Trieste, Austria; the plant of Robert Stevenson & Son, at Newcastle-on-Tyne, England; Aachener Huetten Actien Verein, at Rothe Erde, Germany; and the which they run get out of parallel or out of level and this has enabled the Yankee builders to produce cranes of dimensions far beyond the 90-foot span to which foreign manufacturers have been restricted by their method of construction. There are a number of these gantry cranes in use in Austria, Sweden, and other parts of Europe and our Canadian neighbors have likewise adopted them to some extent, notably in the case of the Collingwood Shipbuilding Co., at Collingwood, Ontario.



BALANCED CANTILEVER CRANE OF THE TYPE NOW MANUFACTURED EXTENSIVELY FOR EXPORT.

After all, however, it is a question whether the greatest foreign conquests of American manufacturers of this interesting class of time-and labor-saving machinery have not been achieved in the sale in all parts of the world of bridge tramway installations of one kind or another. The bridge tramway, as has been explained, was in its primary form, the predecessor of the cantilever crane, but it has undergone extensive development and has been adapted to a wide variety of uses. For all that, it still presents the basic principle of one or more "standard bridges" of steel supported on steel piers and the whole structure mounted on wheels which run on suitable tracks and enable the apparatus to be shifted from place to place as is necessary, for instance, in unloading ships. On a track suspended from the bridge above mentioned runs a trolley which carries a self-filling and automatically-dumping grab bucket which will mechanically pick up a load of from one to five tons of ore, coal or other bulk commodity and whirl it along at a speed of several hundred feet per minute to any prearranged destination where it is discharged, the clam-shell bucket or tub returning of its own accord for another load.

There is a plant of three of these bridge tramways in constant use in unloading coal in the harbor of Havana, Cuba. There are several installations in France, including one on a coal dock at Rouen which has a span of 584 feet in length. The Swedish State Railways have several at Malmo and the Egyptian State Railways have half a dozen in use at Alexandria, Egypt. At Haarlem, Holland, hoisting and conveying machinery of American origin is in use unloading coal from ships and depositing the fuel in the gas-house of the municipal gas plant, distant about four hundred feet. There are a number of the machines in Austria; they are to be found at the Krupp works in Germany and three of them unload coal at Genoa, Italy. Finally, at the blast furnaces of the Providence Russe, Mariupol, Russia, may be seen several storage plants, patterned by the American builders after the similar installations at the Carnegie Steel Works and these machines, operated by Russian workmen, are storing and rehandling iron ore and limestone with great success.

Going to the other end of the earth in our mental survey we find that the Yankee missionaries of trade have sold these machines to the Queensland Government Railways in Australia and that yet other plants are in use by the Kiushiu Railway of Japan. Following up the advantages gained in the foreign field by the introduction of the classes of equipment above mentioned the wide-awake Yankee manufacturers have lately introduced abroad another group of members of the crane family, namely, furnace hoists and distributers, the function of which is to elevate iron ore, limestone, coke and other raw materials to the top of a blast furnace by means of an inclined railway of skeleton steel construction and to automatically dump the stock into the fiery cauldron, thus doing away with the old-time, dangerous charging of furnaces by means of human workers.

The iron-mongers of Great Britain have taken especially kindly to this novelty, and American-built hoists operated by steam or electricity are today in use at Jarrow-on-Tyne, Millom, Carnforth, Lancashire, Middleborough, and Ebbw-Vale, Monmouthshire. In Belgium the well-known firm of John Cockerell has taken up the innovation and in France and Austria the American invasion has been no less effective. Even our Canadian cousins who in some instances show a disposition to outdo their British brethren in conservatism have been converted to a realization of Yankee preeminence in this field and machinery from this side of the St. Lawrence river is depended upon to do much of the heavy work at the big iron and steel works at Sydney, Cape Breton.

While American manufacturers of cranes and kindred lines of twentieth century industrial giants have every reason to be proud of their foreign conquests they can also find satisfaction in the circumstances that they have to their credit here at home a number of achievements which still further entitle them to distinction as the premier crane builders of the world. For instance, there is the one-hundred ton floating cantilever crane "Hercules" recently built for the United States navy and which in its design is a radical departure from all floating cranes heretofore made. This crane has an official rating of 100 gross tons, but it is capable of handling much

heavier emergency loads. At the Cramp shipyard in Philadelphia is the Atlas,—the largest and most powerful floating derrick in the world, which is capable of handling a load of 125 tons. At the Newport News, Virginia, shipyard may be found a third masterpiece of crane building in the electrically operated 150-ton revolving derrick which can swing this tremendous load in a circle 147 feet in diameter.

The disposition of cranes and like heavy types of specialized machinery, both at home and abroad, is one of the most expensive selling propositions known to the mercantile and manufacturing world. For one thing, it is impracticable in great measure to employ the regular channels for obtaining foreign trade, but instead special sales agents must be employed,—representatives thoroughly up on the technical side of the questions involved—and these men must be prepared to travel to any point in their territory where a "prospect" may develop. The leading American crane manufacturers have European offices in London and some of them have selling agencies at all centers of trade from the City of Mexico to Johannesburg, South Africa. While the principal "killings" in the foreign trade in cranes come with the sales of the big cantilevers and other expensive types, there is also a steady trade in the smaller cranes, —the five to 20-ton electric travelers, and this is the more remarkable when it is taken into consideration that these moderate price cranes must meet keener competition from foreign manufacturers than the larger cranes of unique design.

Building Up Our Foreign Shipping Trade

PRIZES aggregating $1,000 are offered by the Merchant Marine League of the United States, at Cleveland, Ohio, for the four best essays on "How To Build Up Our Shipping in The Foregn Trade," only students in high schools, technological schools, colleges, and universities in the United States being eligible to compete. There will be four prizes, viz: one of $400, one of $300, one of $200, and one of $100. Students desiring to compete for these prizes must register their names, and the institutions of learning which they are attending, with the League, in order to have their essays considered. The names of the judges will be shortly announced, at which time the prize money will be on deposit in the Central National Bank, of Cleveland, subject to the order of the judges who will award the prizes. Essays must not exceed 2,500 words; they must be typewritten, on one side of the paper only. The author's name must not be signed to his essay—only his nom de plume—which latter, with his full name and address, must accompany the essay in a separate sealed envelope. No limitation is set upon the method or plan that may be advocated; it may be along the line of protection or free trade. The contests will close about Nov. 15, and the prizes will be awarded about Dec. 15, 1906.

The up-building of our shipping in the foreign trade has been a subject of national prominence for many years. It has engaged the attention of Presidents of the United States, Congress, public men, public bodies and of the press, but remains unsettled while our shipping in the foreign trade today is less than it was in 1810—but one-third what it was in 1861. Two years ago, upon President Roosevelt's recommendations, a Congressional Commission was appointed to investigate the subject, its voluminous report being a Congressional document. The bill presented by this commission to carry into effect its recommendations passed the United States Senate on Feb. 14, and now rests with the Merchant Marine and Fisheries Commission of the House of Representatives.

The Typewriter's Thoughts

He sits in his chair and never thinks,
As the typewriter keys, I play.
That joy of my life I but find in work,
Where his will, I can e'er obey.
For some, is the life of the office dull,
And their duty, they'd gladly shirk,
But I adore the dear master there,
And for him, it is joy to work.

But oh! it is hard that he loves me not
And will only just think of me
As one in the office, to do the work,
And to him, nothing more to be.
When gladly I'd give all my life for him,
My ideal of noble men,
But I must go on and do well my work
And, such thoughts, never think again.

He never will dream how my soul goes out
With such feelings of sweet delight,
When he will be smiling a kindly smile
That will make his dear eyes so bright.
Oh! then I will long so to be his own,
The one queen of his happy home,
And not just his typewriter, ever doomed
All alone, through life's path to roam.

'Tis hard to be thought his inferior
Just because a cruel fate made me
Lose parents when I was a little child,
On myself, to dependent be.
Had father but lived, I, too, might have been
In the station where birth decreed.
Of being employed by another, then,
There would never have been a need.

Martha Shepard Lippincott

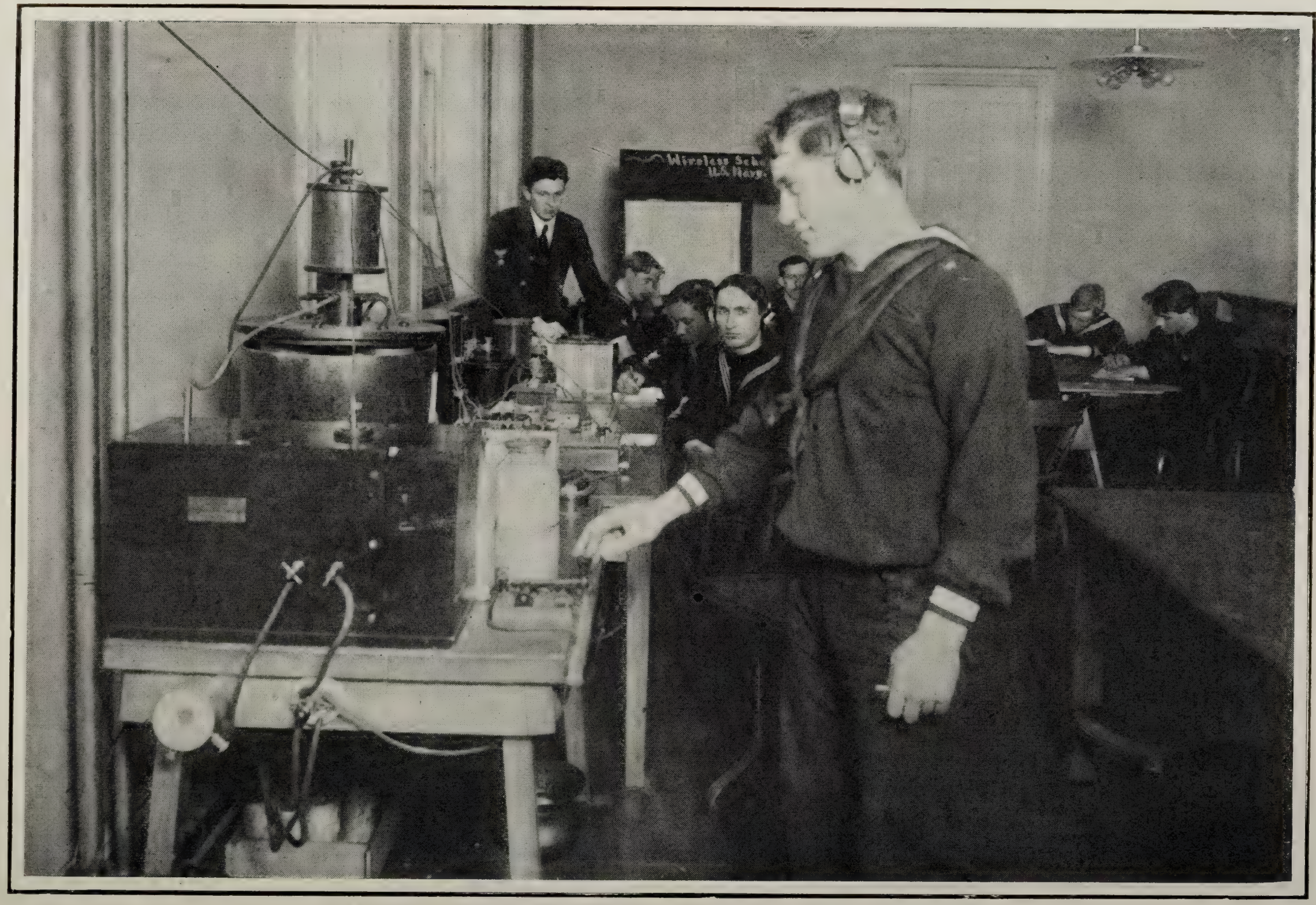


Uncle Sam's Wireless School

By LILLIAN E. ZEH

THE latest department of instruction in the United States is the wireless school in the Brooklyn navy yard. The practical training of young sailor electricians for this new and important branch of the service is the outcome of the rapid development and the extensive application to be made by the navy of this subtle system of communication both on battleships and coast stations.

The wireless school is quartered in the second story of the Bureau of Equipment building in the Brooklyn navy yard, and is housed on board the receiving ship "Hancock." Lieut. Commander Hubbard, U. S. N., is executive officer of the electrical and wireless school, and Chief Electrician Rice is the main instructor. The class now being drilled have come up from the electrical class located below, where for three months they have been put through a cource of electricity in general, which is especially applicable to ship and station requirements, where they are destined to be sent for future duty. In the general electrical class, actual work is given in the handling of electrical machinery, dynamos, and the manipulating of the electrical switchboard, which regulates the interior communication of a modern battleship. After 12 weeks' preliminary work in general electrical school, they receive their finishing touches by going through a month's practical instruction in the wireless class. After completing four months of thorough and systematic instruction, having obtained in this interval a fair knowledge of adjusting and manipulating the apparatus, they are prepared to graduate. An interesting and picturesque sight is afforded by a peep into this novel wireless schoolroom. Passing down the long corridor of the Equipment building and upon entering the spacious classroom, the visitor is plunged into a veritable beehive community of bustle and sound. Seated around long tables are some 50 bright appearing young sailors, each deeply absorbed in mastering the wireless process. For a limited time a squad daily are drilled at the sending key; the remainder at the table with pen and paper



LEARNING TO SEND WIRELESS MESSAGES IN THE CLASS ROOM.



GRADUATES RECEIVING MESSAGES IN "NAVAL WIRELESS STATION."

are engaged in receiving and translating the sound messages sent from the transmitting room. The wireless navy code alphabet is made up of a series of dots and dashes of relative length. These are indicated by buzzes received in the ear phone, which must be accurately learned by the beginner. They are also printed by the automatic Morse recorder on a tape line. Receiving by ear is, however, the most speedy, and the method generally employed in active service by operators on ship and shore stations. On weekly examination days, the instructor tests the ability of each individual of the class, who is marked and rated accordingly. Ten to 12 words per minute is the average sending capacity. Experienced operators send from 12 to 15 words, and receive as many as 30. Transmitting is a matter of power. Receiving depends entirely on delicate adjustment of apparatus, as well as a keen eared operator. Chief Electrician Rice imparts the benefit of his expert experience in the taking apart and putting together of all the main electrical instruments. This is the most vital part of the training of wireless operators, who are destined to be sent, most of them, to remote localities, where they must depend entirely upon their own technical skill in the case, and making repairs of any breakdown of their apparatus, which is most likely to occur. A novel sight to see is a section of the class high aloft on one of the fighting masts of some of the battleships now at the navy yard, being taken up by the wireless officer for an object lesson in examining the method of arranging the aerial wires.

During the 30-day term with daily practice of six hours, and through scientific and systematic drilling the class of wireless aspirants have been so perfected in the art, that they are competent to enter any ship or shore station of the navy, and to flash a message for 100 to 1,000 miles distance, and receive and translate the same. In order to get a fine body of operators, the government offers liberal pay inducements, including rations, far in excess of the remuneration given to ordinary seamen recruits. The latter receive only $20

per month, while the electrical boy, who enlists and passes the preliminary examination in electricity, is rated as third-class electrician, at $30 per month. Advancement is certain, if accompanied by conscientious and ambitious labor, up to second class, bringing $40, and thence to first-class, at $50 per month. The highest rating of chief electrician amounts to $75. The high efficiency of government wireless telegraphs is strikingly illustrated by the message recently received at the Cape Elizabeth, Me., navy wireless station, from the dry dock Dewey, which was then being towed to the Philippine Islands.

The Dewey was more than 3,000 miles away from Cape Elizabeth when the message was transmitted. It is officially stated that this breaks all records for long distance wireless telegraph in this country.

Our Trade With South America

By G. M. L. BROWN

(Supplementary to the article by the same author published in this magazine in April last.)

CRITICISMS and suggestions such as the following have probably been made a hundred times by other writers and travelers, and the excerpts taken from consular reports are, no doubt, but echoes of previous reports from previous consuls. And yet, apparently, the American manufacturer and exporter will not understand that the situation is daily becoming more acute, that a world-wide trade can never be acquired by provincial methods, and that foreign markets once lost may be lost forever.

To show how old the story is let me quote, briefly, from a musty, long-forgotten volume of travel published by one Colonel William Duane, of Philadelphia, just 80 years ago. It is called "A Visit to Colombia," and informs us in the preface that the author (wise in his day and generation) "perceived the commercial and political importance of those rich regions to the United States." Would that his great-grandchildren might perceive it! Commenting on the class of American saddles that he saw for sale in Caracas, he says:

"They were unsuitable in pattern, and made so feeble, where they should be strong, as to make them unmerchantable, and to spoil the market. The British, more judicious, obtain information and patterns, and adapt the fabrication to the convenience and the use of the articles; and unless the manufacturers of the United States provide suitable articles they will have cause to complain of disappointment, which, as on many other occasions, they make a matter of reproach to the country which they fail to abuse."

Of course no one listened to the colonel, and as a consequence American saddles are about as uncommon in Venezuela or Colombia today as on the planet Mars.

"I can only repeat," says Vice Consul Cree, of Callao, Peru, "what I have said in previous reports, and which seems to be a general complaint of all our consuls, that the American manufacturer does not try to please the foreign consumer in studying his requirements as closely as the European exporter does, or in giving the long credits required by the condition of trade, or by sending traveling salesmen with full lines of samples to show the superiority of American-made goods." Continuing, he says:

"The American exporters still continue in their own way, expecting to secure trade by correspondence with the merchants of Peru. I have seen several of the letters received by firms here, whose names I mentioned to inquirers from the United States, in various lines of business, and among the first things to be seen is: 'Terms of payment, cash with order or draft against bill of lading.' Under these circumstances the importers here will not purchase, and they go to the market where they can get six or nine months' credit, as they in their turn have to give credit to their customers. As a matter of course, the European merchant has a great advantage in the trade of this country, as

by giving merchants here an opportunity of disposing of their goods the latter are in a position to meet their bills when they come due."

"But," some disappointed exporters exclaim, "we do send travelers, and the results have been wholly disappointing." Exactly, but what kind of travelers did they send, and what preparation did they give them? Let us take a racy description of an American representative abroad as given by Henry Harrison Lewis in the Saturday Evening Post of April 29th, 1905. Mr. Lewis says:

"On board the Pacific Steam Navigation Company's steamer which had brought me from Liverpool was a young American chap making his first trip to South America as a salesman. He represented a Boston shoe house and had a great deal to learn in his business. His previous experience had been acquired in the middle Atlantic states, where nothing more Spanish than a cigar label can be found. He told me that he had taken ten Spanish lessons at a dollar per lesson, and from the wreck he made of it, I guess that he lost money.

"He traveled with me to Buenos Ayres, and I tried to tell him a few things about conditions and ways and means to sell his stuff. He had letters to the American minister, and the consul, and a letter of credit which was worth more to him than the other two, but he was about as well equipped for the work as a Sioux Indian is to hold a royal levee.

"The house that sent him abroad to work up their foreign trade made a mistake that seems common enough. Notwithstanding the efforts made during the past few years to educate our merchants and manufacturers in the ethics of export sales it is no unusual thing to see men sent out, especially to South and Central America, with hardly enough experience to enable them to sell in the home market.

"A traveling salesman who represents an exporting house must possess a complete knowledge of the goods he has to sell and a knowledge of the language of the country to which he is sent. He must also have a sufficient understanding of the code of ordinary manners and business etiquette of the country he is visiting to guard against mistakes which, although seemingly unimportant, might affect the success of his mission."

All this the writer can indorse from his personal observations. He has seen orders lost to American houses through the disinclination of the buyer to give his trade secrets away to an interpreter, or, where the traveler professed to speak the language, through his utter inability to "make good." And this brings up the question, what are the languages of South America? Any school boy, of course, could answer, and yet I am informed by a traveler from French and Dutch Guiana that those colonies are being flooded with circular matter from American houses, in the Spanish language, and the same complaint comes from all our consulates in Brazil. As Brazil is nearly as large as the United States it might be well to emphasize the fact that its language is Portuguese, and that while Portuguese and Spanish are similar they are very far from being identical. Moreover there is a popular prejudice against Spanish in Brazil and many merchants look upon it as a downright insult to be addressed in that language by an English or American house. "Why," they ask, "do they not address us in English?—we have to use an interpreter in any case."

It was just the other day that I was informed, by a friend, of a large exporting house in New York who have been doing business with Brazil for years under the impression that its language was Spanish.

"We have a Spanish translator to attend to all our correspondence with our agents there," a member of the firm explained with pride.

"But why Spanish?" asked my friend.

"Because that's their language."

"No, it isn't."

"Spanish isn't the language of Brazil!" said the astonished man, "then what is it?"

"Portuguese."

"And aren't they the same?"

"Not at all—they are two distinct languages."

Another partner of the firm was thereupon called out to be acquainted with this important secret, and my friend, on leaving, received their warmest thanks for his valuable aid. The translator, it appeared, was able to read Portuguese sufficiently well to translate all correspondence received but had discreetly refrained from mentioning that the replies went in another language, foreign to both parties concerned.

Returning for a moment to the choice of

a traveler it might be well to state that inability to speak Spanish and Portuguese is not the worst drawback, as Frank Wiborg observes in his recently published book, "A Commercial Traveler in South America." To quote from Mr. Wiborg:

"The progress of American trade in South America has very often been hampered by the class of representatives that we have sent. A smattering of Spanish or Portuguese does not, in my estimation, make up for incapacity as a salesman nor for ignorance of the products in hand. In choice between an indifferent salesman who speaks the language, and a good one who does not, I should advise selecting the good salesman; for with an interpreter he can do better work, or at least less harm, than the other man. But neither Spanish nor Portuguese are difficult languages to acquire, and a good salesman should certainly be willing to add to his efficiency by a little hard study. A man starting out with an interpreter and studying in spare moments should in three months' time have a good conversational command of the language. So I would say send good men to South America, even if they can't speak the language, and encourage them to study it as they would anything at home which was distinctly advantageous to their business careers."

Continuing, Mr. Wiborg says:

"The men sent to South America should not expect to use the same business methods that are in vogue here. The American salesman believes that American business methods are the best on earth. And so they are —for the American. But the South American is very differently constituted from the American, and many an argument that sells goods in Chicago avails nothing in Rio. For instance, one of the prime requisites of an article in America is that it should be 'up-to-date.' Now this quality of 'up-to-dateness' appeals to the South American buyer very little. To something entirely new he much prefers what he has been accustomed to use. German and English salesmen understand this prejudice, and are ready to humor it rather than spend their time and energy in efforts to change it. Consequently they very often succeed where the American salesman fails."

I had not intended referring again to the matter of underpaid postage, but the complaints of foreign buyers are so frequent that the warning must be reiterated—do not let your office boy stamp the foreign mail. Give it to an intelligent clerk and see that he is well informed as to existing regulations. Just the other day I heard of an Argentine importer who was forced to pay 90 cents on a package received from New York. It was a heavy catalog mailed as a letter, prepaid, if I mistake not, with one two-cent stamp!

The mail service, too, is bad, and causes no slight loss to our trade. Reporting on this, last year, from Rio Janeiro, United States Special Agent Lincoln Hutcheson says:

"The importance of a regularly timed mail service is also worthy of comment. At present there is no certainty as to the arrival of mails, and this is the fault at New York rather than here. Today letters are posted at our American post offices and from the New York office forwarded by any steamer chancing to leave for these ports, whether a cargo or a mail boat, and sometimes are sent indiscriminately via England or France. The most of our people have little idea how the letters get to Brazil, especially those in the interior. I have seen in the last two months several pieces of ignorance, where an accumulation of Brazilian mail matter has been put on a slow cargo steamer, when only two or three days afterward a direct steamer sailed from New York which was due to arrive three or four days before the first boat could possibly make the trip; or the mail would be put on a Para steamer simply because she was headed for Brazil, when a little inquiry would have brought out the fact that Para is about half way to Rio Janeiro, and that the mails to Rio must be transferred to the local boats, which may or may not leave for a week or more and may take 15 or 20 days for the journey.

"These are facts, and anyone familiar with the business of Brazil will readily see the trouble which is occasioned, to say nothing of the loss in time. Goods arrive at their destination long before the mail, and are not only held in the custom house at heavy storage rates, but are subjected to a fine if an endeavor is made to make an entry without a consular invoice. Goods for trans-shipment are even in a worse predicament, for if there is no connecting steamer they cannot go forward, and there may not be another for a month. Remittances are at

'sixes and sevens.' In fact, the entire system is the cause of untold trouble and loss. Even on the present basis of our facilities to Brazil a little care and inquiry would obviate much of this trouble.

"This is one step toward building up our trade with Brazil. The merchants here cannot comprehend all this. They think the blame is with the merchants who have filled their orders. They send a memorandum of their losses to these merchants and find there is no remedy, and then they turn their attention to other and more certain markets, and we lose their trade. I have gone into this question of mails because it is really a hardship, and by finding a remedy we remove one cause of discontent, and make business easier between the two countries. Further than this, it can easily be seen what a regular and direct service between United States ports and Brazil would mean, in addition to what has already been mentioned."

This question of the establishment of better communications has been emphasized in my previous article, and will probably receive such attention at the forthcoming Pan-American Congress at Rio Janeiro that some definite action may be expected. It is interesting, in this connection, however, to read (in Section 2 of the following) Minister Barrett's plea for a direct line of steamers between New York and Buenos Ayres. Mr. Barrett shortly before his departure from that republic, summed up "the principal influences needed to build up the trade and interests of the United States and Argentina," stated moreover, as he specifies, "in the order of their importance." I quote this portion of the report in full:

"1. The negotiation by the governments of the United States and Argentina of reciprocal tariff treaties. I have no hesitation in predicting that the trade between the two countries would be tripled in three years if both countries made reasonable reciprocal tariff concessions.

"2. The establishment of a line of fast mail and passenger steamers running twice a month between the River Plata and New York. Vessels of this kind, averaging 5,000 to 6,000 tons, with usual freight space, might not pay at first without government assistance, but there is an absolute, abiding necessity for them if the United States would get into close touch with this nation and market. At present there are six lines to Europe, but none direct to the United States. In this connection I would point out, in deference to existing lines, that there are good slow-freight facilities from New York to Buenos Ayres, with steamers leaving once a week, and small mail steamers once a month for Rio Janeiro, but no regular mail steamers from the United States to Buenos Ayres and the River Plata, such as other countries have or as the United States has across the Atlantic and Pacific and to the West Indies.

"3. The opening in Buenos Ayres of a high-class North American bank, which would be a branch of one already established in New York City and London. Such an institution, I am convinced, would pay from the start and be a great agency for the growth of trade with the United States. There are constant inquiries at this legation as to the possible establishment of a North American bank and the majority of responsible American business men in Buenos Ayres are ready to give it support from the day it opens.

"4. The location in Buenos Ayres of branches or agencies of North American manufacturers, merchants, exporters, and importers, in their own name or under the direct charge of competent men sent out from the United States who can speak Spanish, and who are suited to deal with the people of this part of the world. There are a few such houses here already, and they are doing sufficiently well to warrant many more following their example.

"There are other important considerations, but I shall leave discussion of them to supplemental reports. These include: (1) Sending thoroughly reliable men, who speak Spanish, to investigate opportunities and build up trade for a firm; (2) the exercise of greater care in packing for the long journey through the tropics from New York to Buenos Ayres; (3) the use of Spanish only in printed catalogs, circulars and letters; (4) the granting of time payments, as is done by German, British, and French exporters; (5) the preparation of exports specially for the peculiar demands of this market.

"Nothing in this report should be interpreted as reflecting on the knowledge and judgment of companies and men who are well established in the trade with Argentina. There are several American firms doing an excellent business and who thorough-

ly understand the field. To them special credit is due. They are themselves the proof of what can be done by others working along right lines. This report is intended chiefly for general perusal, or particularly for those who have not yet made a study of Argentina."

Many consuls and ministers in the West Coast republics have made similar reports, but are awaiting the opening of the Panama canal before urging the establishment of fast steamship lines to Pacific ports. That, indeed, will be an opportunity which, if lost, may cost us dearly for centuries; but all patriotic Americans feel that it will not —must not be lost. And yet we are frittering away our chances for trade in the markets of the Atlantic republics, chances that may not recur for decades, and simply and solely for the want of enterprise.

"The first step toward a further expansion of our over-seas commerce," writes Winthrop L. Marvin in the Review of Reviews for December, 1905, "is to follow the example of every one of our mercantile rivals—from Great Britain in 1840 down to Germany in 1885, and Japan in 1896—and that is to create, by national aid, improved facilities of transportation."

Continuing, he says:

"Just as instinctively as a great department store provides itself with its own men and wagons to deliver its own goods to its customers, instead of leaving this indispensable service to the mercy of its rivals, have the great mercantile nations of the world provided their own ships and seamen. The United States and Russia alone have left the carrying of their merchandise chiefly to their competitors in peace and possible enemies in war. Now Russia, at any rate, has learned her lesson. It is announced from St. Petersburg that the czar's government will take vigorous measures to create a merchant marine, and that steamship lines with national subventions will be started at once from both the Baltic and the Black Seas to New York."

Reviewing the whole subject of our trade with the southern republics, A. J. Lamoureux, of New York, writes in a recent issue of the Times of that city as follows:

"If I were to say that we now have more of the trade of South America than we deserve, I would be saying no more than the exact truth; but that would be a challenge to the patriot-militant, and I refrain. I will say this, however, that we cannot reasonably deserve to enjoy a trade that we do not care to work for. The same rules apply in our foreign commerce that are in force in our own home affairs, where no one thinks of using the government to do his advertising and soliciting while he sits snug in his office waiting for the orders to come on.

"The situation in South America is a very simple one. The dominant elements there are European, or of European descent; there is a large annual immigration from Europe; their education and literature are European in character; their foreign trade, beyond coffee and rubber exports, is principally in the hands of Europeans; their steamship communication is almost wholly with Europe; their loans are raised in Europe; the capital for their railways, port improvements, gas works, water works, etc., comes from Europe; the engineers, contractors, etc., who carry these public works into execution are chiefly Europeans, many of their industries, perhaps the majority of them, have been developed by Europeans; and a very great part of the capital employed in commerce, domestic as well as foreign, is European. In short, what they have and what they are is chiefly due to European co-operation.

"Against all this, what have we to show? The protecting aegis of the Monroe Doctrine, which they have never asked for, which they fear, and which they do not want except on terms we are unwilling to grant. They are firmly convinced that our motives are sinister, and they know that our trade purposes are unfair. We ask favors, but, apart from Brazil, we are unwilling to grant them.

"Why, then, should we expect a greater share in their trade? Our merchants and manufacturers are not going after it, nor are they willing to accept the conditions on which it can be gained. We even have to thank foreign merchants for much of what we now have, and we may yet have to thank them for preserving a fraction of that, if our present policy is continued."

Perhaps Mr. Lamoureux is slightly over pessimistic. Before this article is in print we will have the full statistics for the year ending June 30th, and if advanced rumors are to be relied on our gain has been considerable. Nevertheless it will be found

that competition will grow apace, and that our competitors will not always be Germany and England exclusively, but that a new era of manufacturing is beginning in these republics which will force a contest to which the present amiable rivalry is mere child's play.

Let us decide, therefore, once for all, if we desire the lead in South American trade. If we do, now is the time to enter the market—tomorrow may be too late. As Wharton Barker, of Philadelphia, observes:

"The people of the United States want and should have American trade expansion rather than Asiatic and European trade expansion; they want an American rather than an Asiatic policy. Blunder now and we blunder for all time."

No Thinking Here

By O. S. MARDEN

A PROMINENT business man told me recently that his great weakness was his inability to stop thinking after retiring. In this way he is robbed of so much sleep that he feels all used up the next day.

I advised him to cultivate the habit of closing the door of his business brain at the same time that he closed the door of his business office. "You should," I said, "insist on changing the current of your thoughts when you leave your business for the day just as you change your environment, or as you change your dress for dinner when you go home in the evening. Turn your thoughts to your wife and children, to their joys and cares; talk to them, play games with them; read some humorous or entertaining story, or some strong, interesting book that will lift you, in spite of yourself, out of your business rut. Go out for a long walk or a ride; fill your lungs with strong, sweet, fresh air; look about you and observe the beauties of nature, or have a hobby of some kind to which you can turn for recreation and refreshment when you quit your regular business. Be master of your mind; learn to control it instead of allowing it to control you and tyrannize over you.

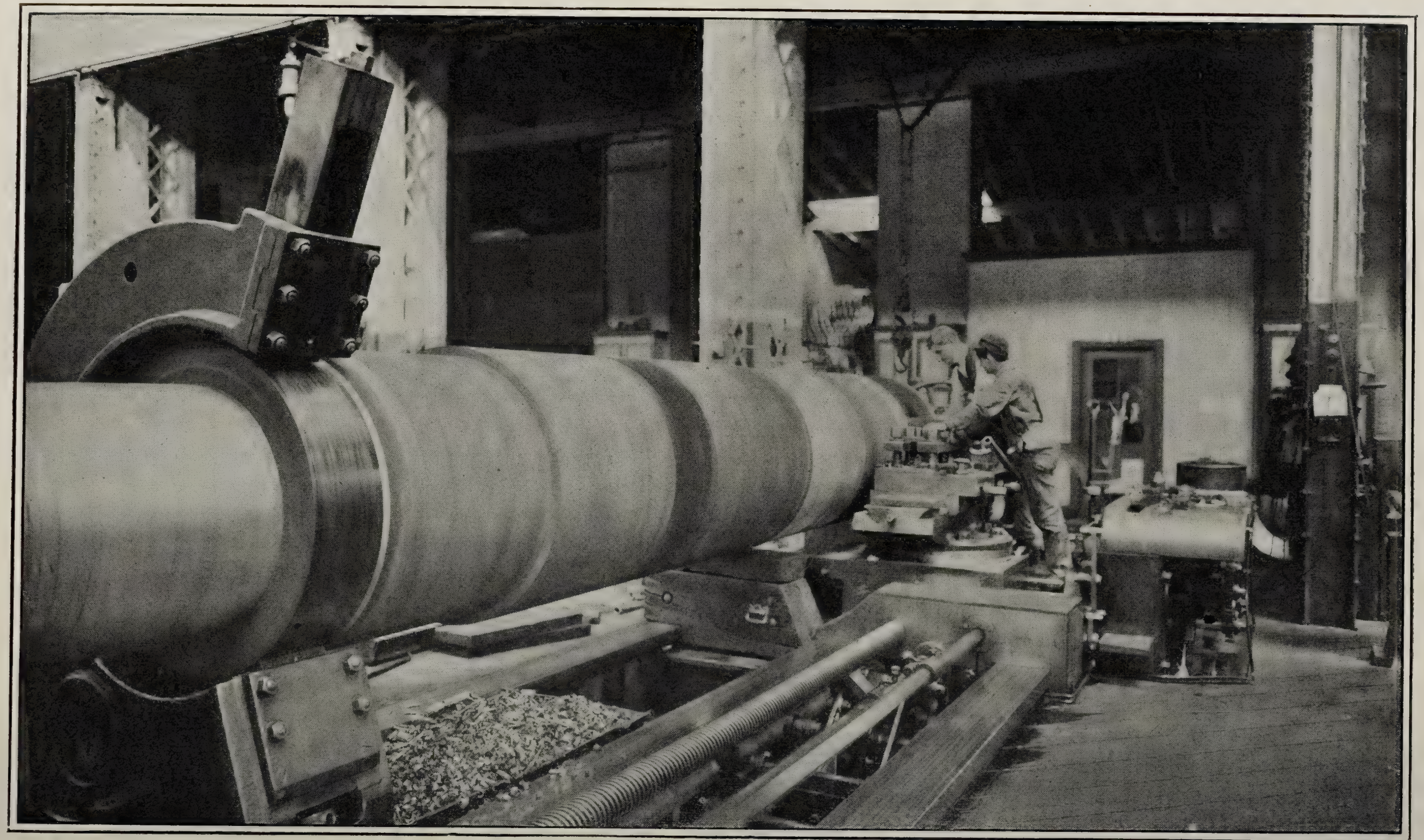
Hang up in your bed chamber, in a conspicuous place, where you can always see it, a card bearing in bold illuminated characters this motto:

NO THINKING HERE

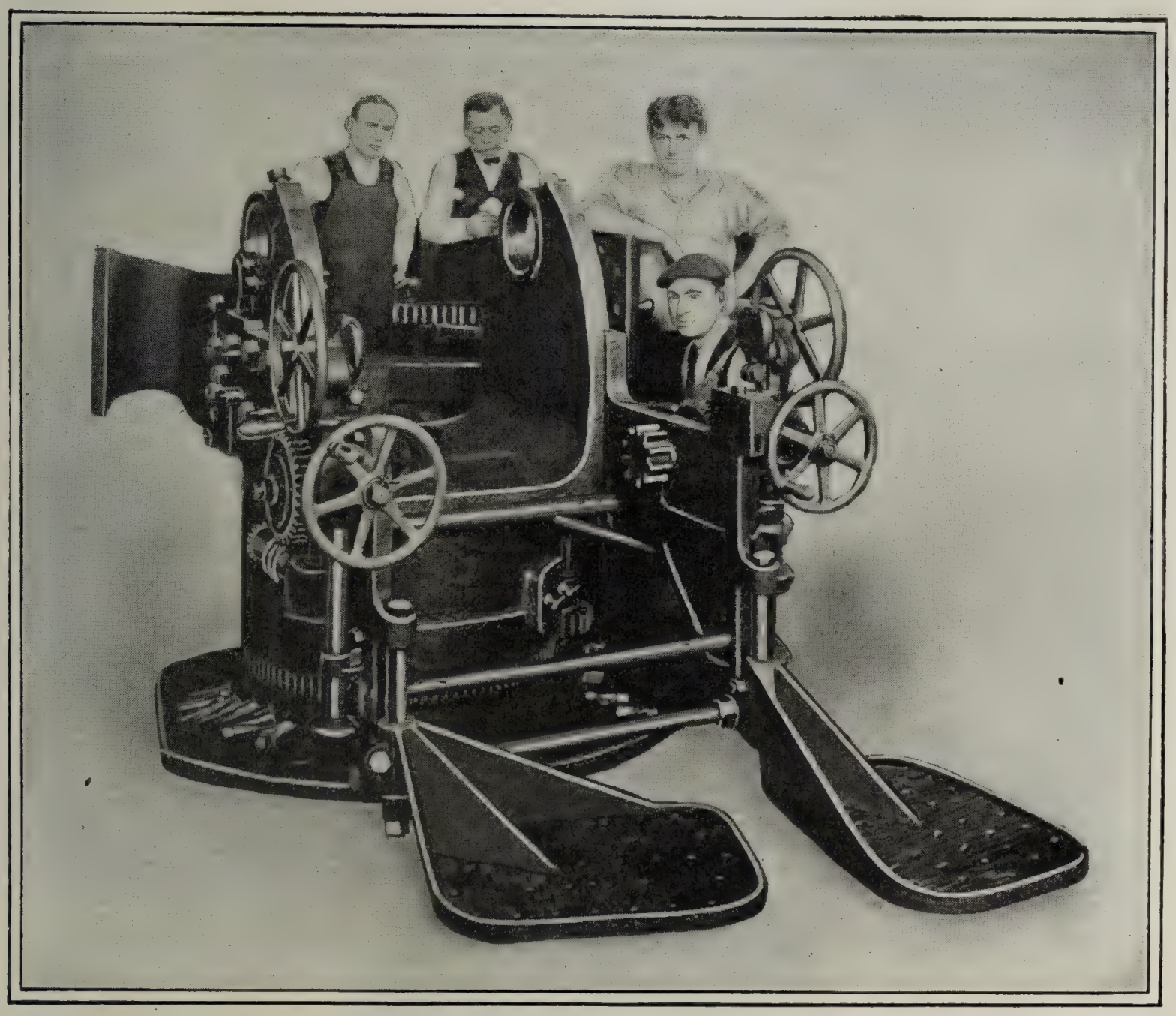
Shut off all thinking process of every kind when you retire for the night, relax every muscle, let there be no tension of mind or body, and in a short time you will find that sleep will come to you as easily and naturally as to a little child.

The habit of thinking after going to bed is fatal to all freshness of brain work. These men have not learned to lock their business in their offices or factories when they quit for the night, so they drag it home, bring it up at the dinner table and depress the whole family. Or, if they do not talk about their problems, their anxiety and absent-mindedness totally unfit them for the pleasant companionship of their families. They are so absorbed in the problems of their vocations that they do not know what is going on around them. They do not know how to relax, to unbend, to rest, so they lie down to sleep with all their burden, just as a tired camel lies down in the desert with its great burden still on its back.

It is a great art to be able to shut the gates in the great mental power-house on retiring, to control oneself, to put oneself in tune with the infinite, to put oneself in sympathy with those about him, in harmony with the world, to expel from the mind everything which jars, irritates, all malice, envy, and jealousy, the enemies of our peace and happiness, before we go to sleep.



CUTTING DOWN A JACKETED GUN AT THE U. S. NAVAL ORDNANCE FACTORY.



ERECTING A GUN CARRIAGE.

The Manufacture of Guns For Our Warships

By WALDON FAWCETT

THE United States government operates the largest and best equipped ordnance factory in the world and its sole product is guns and projectiles of one class or another for the fighting ships of the American navy. Nations which excel in naval strength the chief republic of the New World are yet content to depend upon private manufacturing institutions for weapons for their warships but Uncle Sam with a commendably progressive spirit has placed himself in a position to provide through the medium of a governmental plant practically all the armament required by the nation's floating fortresses.

The value and influence of the governmental ordnance factory in Yankee naval development is best attested by the accelerated progress after the establishment of the institution. Prior to the Civil War the manufacture of naval ordnance embodied few features of unusual interest. During the early years of the nineteenth century the vessels of the Constitution class were armed with long 24-pounders on the gun deck and 32-pounder carronades on the quarter deck and forecastle. These may be said to have been in a measure superseded by the long 32-pounders and short eight-inch guns which were the approved weapons for the frigates built during the interval from 1821 to 1847. In-

cidently, it may be noted that explosive shells were not used until the war with Mexico was in progress.

The introduction of heavy guns in the American navy may be said to date from 1839 when Ericsson brought to this country a 12-inch wrought iron gun which was strengthened by the shrinking on of the best American three and one-half inch wrought iron bands, but the explosion of a gun of this type on the U. S. S. Princeton in 1844—the lamentable accident resulting in the death of the Secretary of State, the Secretary of War and several prominent officers who were on board—served to give a setback to experiment in this direction, and it was not until the Civil War that ordnance as heavy as the 11-inch type was permanently introduced in the navy.

The magnitude of the government gun plant and the perfection of the systems of manufacture employed there appear the more remarkable when it is taken into consideration that this institution was established less than a quarter of a century ago. As late as the early 80s there was no plant in the United States capable of making forgings for a modern rifle of more than six-inch caliber, while steel shafting, torpedos, armor and machine guns had to be purchased abroad—a situation inviting grave consequences in the event of war with any European power.

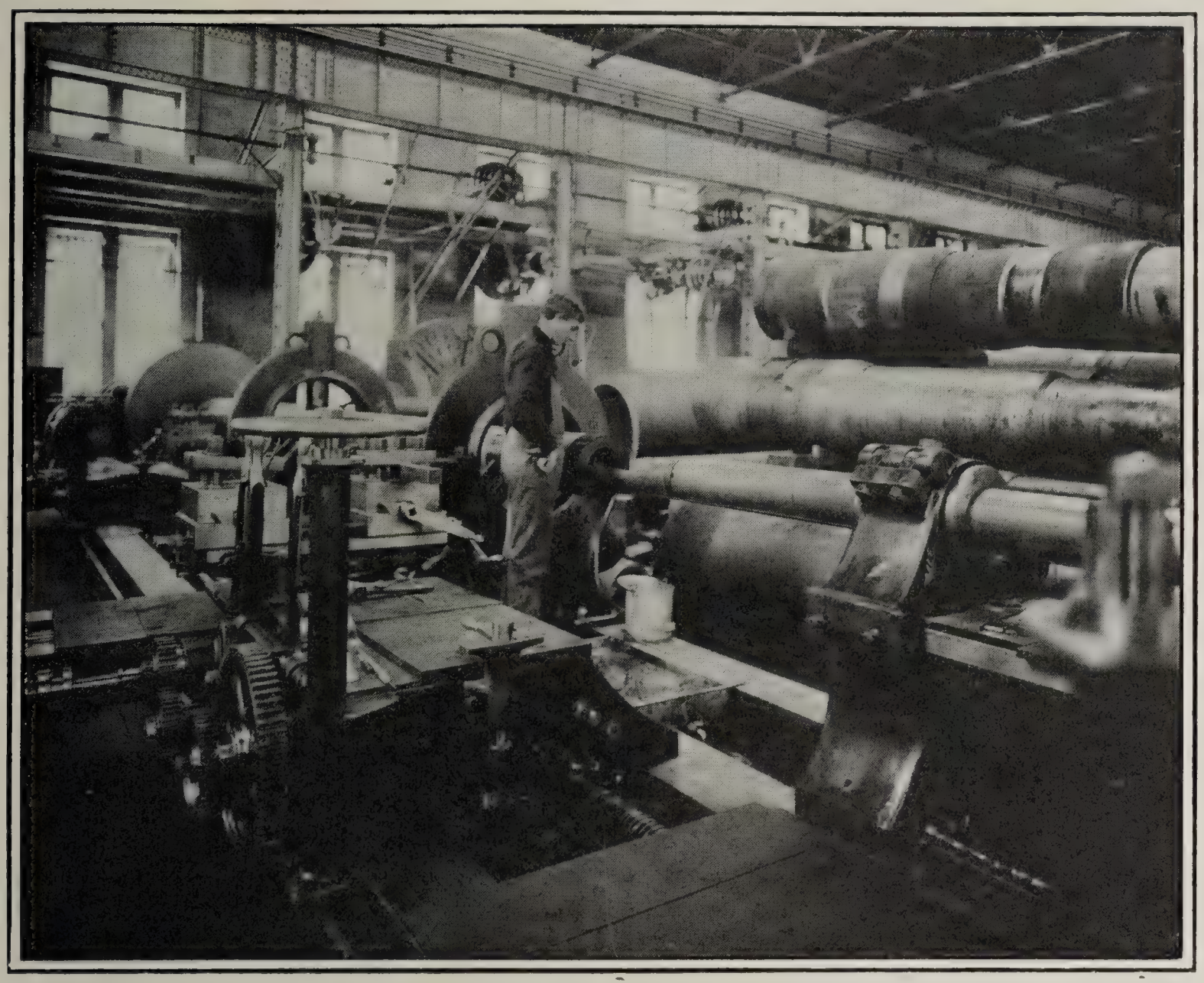
In 1883, however, the first step was taken looking to government ordnance manufacture in the introduction in the United States Senate of a bill providing for the establishment of a government foundry. At that time the nation possessed practically no ordnance of any kind save the cast iron guns which were the legacies of the Civil War. In 1884 Congress followed up its action of the previous year by stipulating that guns should be made of hydraulic-forged open-hearth steel, breech loading, chambered and of caliber ranging from six to 16 inches, and from 30 to 35 calibers long. Thereafter the development of the industry was rapid and today the United States possesses hundreds of high power steel, breech-loading rifles, all of these guns having been constructed by the now well-known combination of tube, long jacket and several layers of hoops, the various elements being shrunk into place.



CAPT. E. H. C. LEITZE, U. S. N., IN GENERAL CHARGE OF U. S. NAVAL ORDNANCE FACTORY.

The evolution of the modern approved type of naval ordnance, reflecting as it has the constant struggle between the makers of guns of high pressure and the manufacturers of armor designed to be impenetrable has been most interesting, the more so since this development has paralleled, if it has not induced, the extension of the activities at the U. S. Naval Ordnance Factory and the improvement of methods and machinery adopted there. Withal the showing has been distinctly creditable to American inventive genius which has been responsible for the creation of many of the appliances which have contributed to the results attained.

The guns of the Civil War period were smooth-bore and fired a spherical shot. Their pressure resistance was low and the powers of penetration comparatively feeble. As armour increased in toughness and thickness, however, it became necessary to devise some means to penetrate the sides of an iron-clad vessel. By elongating and pointing the projectiles fired the power of penetration was augmented in the desired degree, but to keep the missile head on in its flight presented a graver problem and was only solved finally by making a radical change in the gun. The means adopted was to cut spiral grooves in the bore of each gun and to place projections on each projectile which would engage the grooves just mentioned. To hurl the oblong agents of destruction when projectile and gun bar-



BORING A LARGE GUN.

rel thus interlocked required, however, much greater pressure than had been necessitated in the old style ordnance and to meet these severe new exactions guns were built on what is known as the "built-up" principle and of a length nearly three times that of the smooth-bore type.

In the "built-up" gun the bore is formed by a tube of accurate uniform diameter and then several layers of hoops or bands are shrunk on by making each part somewhat smaller than the one it embraces, expanding it by heat and allowing it to cool in its place in the gun. The parts of the gun, beginning with the tube, are in a state of compression, which decreases gradually outward until the outer layers are under tension. The pressure of force of the explosion when such a gun is fired first overcomes the compression of the tube, and then puts it under tensile stress, at the same time being communicated to the outer layers, each of which bears its share. The shrinkage or original difference in diameter between a hoop and the part on which it fits is so calculated that the tube is not compressed beyond its elastic limit, nor is the outer hoop under such tension that it will pass the limit of its elasticity.

The foundation of a "built-up" gun is, as has been explained, a tube of uniform exterior diameter, which contains the powder chamber and the entire bore. A large sleeve, called the jacket, of about three-fifths the length of the tube, is shrunk on the rear portion of the tube and extends sufficiently far to the rear to contain the breech mechanism. Three layers of chase hoops are shrunk on the chase, or portion of the tube extending from the jacket forward, and a locking band is screwed on the tube to hold the foremost chase hoop in place. The jacket, likewise, is embraced by a layer of jacket hoops. The chase hoops interlock with the tube and with each other, thus preventing the forward portion of the tube from being blown apart from the rear portion. The jacket and forward jacket hoop are similarly interlocked and a locking band is screwed over the joint between the series of

chase hoops and the forward jacket hoop to lock them together, thus effectually preventing the gun from breaking through transversely.

The bore of a heavy piece of ordnance, as produced at the U. S. governmental manufactory, is provided with 52 rifling grooves, which decrease in width as they approach the muzzle. The grooves are straightforward at the rear of the bore, but gradually turn until, at the muzzle, they give the projectile one turn in 25 calibers. In the overhanging portion of the jacket is the screw box into which is locked the breech plug which closes the rear end of the gun. The breech plug is cylindrical in form, and its surface is provided with a heavy screw thread. This thread is cut away in six equal spaces and the cylindrical surface of the screw box is correspondingly formed, so that in screwing the breech plug home it is necessary only to place the thread sections on the block opposite the blank spaces of the screw box and slide the breech plug clear in, when a turn of one-twelfth will engage the two systems of thread and lock the breech plug in place.

The process of manufacturing heavy ordnance—some of the large rifles weighing 145,000 pounds each—is a most interesting one. The principal parts of the gun are made from cast steel tempered in oil and carefully and repeatedly tested for tensile strength and elasticity. The hoops and jackets are cast solid and then a hole is bored through each casting to admit a mandrel on which it is forged to elongate and enlarge it.

One of the most interesting steps in ordnance manufacture is found in the turning of the partly built up gun to receive the successive layers of hoops. The gun is clamped to the face plate of the head-stock spindle and its muzzle is fitted with a plug, in which is a conical hole that fits over the dead center of the tailstock at the outer end of the guides. Rests or goose-neck supports are placed at intermediate points on the guides to take part of the weight. As the gun revolves the cutting tool with its carriage is moved slowly along the guides by a large screw. In turning the outer surface of one of the jacket hoops, the tool in going across from end to end, travels 12 miles and occupies 56 hours' time in the operation. In turning the inside of the hoop, the hoop is clamped in ring-like supports fastened on the tool carriage and the tool is secured in an arm or a mandrel or bar, clamped to the head spindle and supported on the dead center. As the tool cannot move along the guides the hoop is moved slowly past the tool by causing the tool carriage to move along the guides.

The turning of the outer surfaces of the tube, jacket and hoops is accomplished in the same manner but the bore and inner surface of the jacket are finished by the use of boring heads or cylindrical heads having four center cutters fastened in their segments of wood, fitted in grooves in its surface and when it is forced into the revolving tube or jacket by the boring bar on which it is carried the wood is squeezed, holding the head in the bore rigidly, compelling it to travel in a perfectly straight line while the cutter acts and insuring a perfect bore. Such is the accuracy attained in this branch of the work that the bore although 32½ feet in length is seldom more than .002 of an inch out of a straight line.

The prevailing practice at the U. S. Naval Ordnance Factory in assembling a gun is to first bore the tube and finish its outer surface and then finish the inside of the jacket and shrink it on the tube. The shrinking of a jacket is the chief spectacular feature of gun manufacture. As a preliminary the jacket is heated to a temperature of 600 degrees Fah. in a cylindrical furnace built in a large pit 40 feet deep. Air, blown through a tubular furnace, maintained at white heat by the combustion of sprayed oil, is forced through and around the jacket for 29 hours. The burning blasts of oil make a roaring that drowns voices and therefore the entire operation must be directed by signals and without a word being spoken.

When the heating operation has been concluded to the satisfaction of the foreman an overhead traveling crane raises and lifts aside the iron cover of the jacket heating furnace. Then a second crane, by means of chains hooked to trunnions on a ring clamped to the end of the jacket, raises from its casing this huge mass 17 feet in length and weighing 40,000 pounds. To ascertain whether all parts of the jacket are evenly heated to the proper degree the foreman rubs the surface as it rises from the



THE GREAT GUN SHOP, U. S. NAVY ORDNANCE FACTORY.

furnace with rods composed of alloys that melt at certain known temperatures.

As the next step in the undertaking a star-shaped gauge is thrust through the bore of the jacket to demonstrate that the heat has enlarged it sufficiently to enable it to pass over the tube. If this is found to be satisfactory the interior is cleaned out with canvas-covered swabs and the crane carries the jacket to the tube over which it is carefully centered. Four men with asbestos gloves steady the jacket as it slowly closes over the tube. The crane employed in this work is of perhaps 75 tons capacity yet it is capable of such delicacy of manipulation that the jacket is centered within one-thirty-second of an inch and is lowered at the rate of but one foot per minute. After the jacket has cooled and shrunk on the tube its outer surface is finished on the lathe and the hoops are shrunk on. The outer surface of each part is finished after it is in place on the gun.

The rifling of the gun is, of course, an important operation. The piece of ordnance is placed in a rifling lathe and blocked up in line with the rifling bar to which a rifling head is attached. The rifling head is cylindrical and fits the bore accurately. It carries four cutters in the shape of the rifling grooves, and the rifling bar has a groove in its surface which has just the twist desired for the rifling grooves and a stationary pin which engages the groove in the bar, causing it and the head to turn in the proper manner to form the rifling. When four grooves have been finished by the employment of this apparatus the rifling head is turned the required distance and four new grooves are cut. After this the breech mechanism, which has been made in a separate shop, is attached to the gun.

Finally, the finished gun is placed in the sleeve of its mount and all parts of the mount are put in place, or else an equivalent weight is attached. The whole mass is then raised and placed on steel wedges, supporting the large lugs on the sides of the sleeve from which the trunnions are to be formed. These lugs are made sufficiently large to allow the trunnions to be

so located as to perfectly balance the gun. If the gun is accurately balanced the power necessary to elevate and depress it is comparatively small, and so the wedges are tried back and forth until they are finally so placed that the gun muzzle can be raised and lowered by a slight touch of the hand. The position of the trunnions can be calculated within one-tenth of an inch, and the whole ponderous weapon is as accurate in all its parts as a high grade watch.

The naval ordnance factory, which not only manufactures heavy guns of every description, but also has a capacity for turning out 3,000 projectiles per day, gives employment to more than 4,000 men, who are paid by the government wages aggregating about a quarter of a million dollars per month. Of late years the factory has been working continuously day and night the greatest number of workmen who could be employed to advantage. The equipment includes the finest types of electrically operated lathes and other machine tools to be found in America, including many valuable pieces of apparatus invented and constructed by the mechanics in the gun factory. The general direction of the naval ordnance factory is in the hands of Capt. E. H. C. Leutze, a most capable officer.

Origin of the Symbol $, or the United States Dollar Mark*

With interesting illustrations taken from the Federal Arithmetic published in 1797

By E. L. WILSON

THE origin of the symbol $ or the United States dollar mark, has been ascribed to several sources. By some it is supposed to represent the U written upon the S, denoting U. S. (United States). Some think it is a modification of the figure 8, having reference to 8 reals, or a piece of 8, as the dollar was formerly called; others that it represents the "Pillars of Hercules," which were stamped on the Pillar Dollar; and others, still, that it is a combination of the initials P. & S., from the Spanish Peso Duro, signifying Hard Dollar. Again, as it is used in Portugal to note the thousands' place, it is held by some that it originated in that country: a mil-reis, or thousand reis, being written thus 1$000.

At the time of the adoption of the decimal currency by Congress in 1786, each state had its own currency, which was in the denominations of pounds, shillings, and pence, but of different and fluctuating value; and there were besides considerable quantities of English, French, Spanish, Canadian, Irish, or other gold and silver coin in current circulation. All these varying moneys had constantly to be changed, reduced, or valued in the other, for which purpose the English pound sterling was used as the standard of value into which the others were reckoned.

That our present symbol for the dollar was originally an adaptation of the English mode of noting pounds, shillings and pence, and was the form at first used to represent not dollars, but cents, will appear from the tables and illustrations shown below, taken from the "American Accomptant" or "Federal Arithmetic" published in 1797, a large part of which is devoted to rules for reducing the many forms of currency then in use into one another, and into federal currency. The advantages of the decimal system of notation as applied to the computation of money are not only shown, but the same method is recommended for computing all the other measures of weight, quantity, time, etc., and the prediction is made that the federal currency will take the place of all those then in use.

As will be seen from the illustrations, mills, dimes, cents, and dollars were separately pointed off; and the mills being represented by a single oblique bar or stroke, the dimes by two such bars, the

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Explanation of fundry Marks and ſigns uſed in this Compendium.

= TWO horizontal parallel lines are the ſign of equality; as ℔ 1 = ℔ 10 = // 100 = / 1000; *i. e.* 1 dollar equals 10 dimes, which equals 100 cents, which equals 1000 mills.

Of Federal Money.

	Characteriſtics.
10 Mills (/) make 1 Cent.	//
10 Cents - - - 1 Dime.	℔
10 Dimes - - 1 Dollar.	℔
10 Dollars - - 1 Eagle.*	*E.*

EXAMPLES.

℔ ℔ / /

Reduce 24.7.5.6 into Mills.

Anſ. 24756 Mills

Reduce ℔ 24 into Dimes, Cents & Mills

Anſ. ℔ 240
// 2400
/ 24000

℔ // / /// /

82)31.71 2(38 6

711

552

Rem. (60)
leſs than a mill.

℔ ℔

95) 743.15 9(2345)28754.19 6(
323) 826.600(5432)69245.78 9(
147)8968.070(3254)89694.45 7(
183)5096.009(4523)48962.87 5(
212(9125.000(1765)98765.43 2(

For the mutual diviſion of Decimal mixed quantities, the learner is referred to the diviſion of Decimal Fractions, *in the* Third Part.

cents by two bars overwritten with a curved line, or S, and the dollars by two bars with two curved lines drawn across them. The use of a curved line instead of a horizontal bar would seem to have been used to distinguish these marks from the symbol for the pound sterling when badly written, and also from the form used in marking and numbering goods. The perpendicular stroke may have been suggested by the custom of indicating shillings and pence when taken together by writing the number on each side of an oblique line, as 5/6.

Geographical Indexing

Location Indexing is growing in popularity and is a natural sequence of vertical filing

By WM. J. MULLIN

Manager Educational Department, Yawman & Erbe Mfg. Co.

GEOGRAPHICAL or Location indexing has not yet had sufficient appreciation from those to whom it is available—and they are legion—as nearly every manufacturer or jobber who sells his products to dealers away from his home town can use it, and once adopted, no other method of filing data relating to customers will ever be tolerated.

Despite opposition from quarters where its merits are not fully known, location indexing is steadily gaining ground in this somewhat formative period in office economics, and its course cannot be stayed—for, location indexing does for filing in general exactly what the single vertical folder does for it in particular. The latter contains all papers relating to one individual, concern, or subject, the former groups all of these individual folders according to their geographical position, and therefore logically follows the law of centralization. This grouping of the segregated information into one unit, as it were, is the factor that sooner or later is going to compel the seller of goods seeking markets away from his home town, to adopt the system.

Time was when a manufacturer or jobber was satisfied if he found at the end of his annual inventory that he had a surplus of assets left after deducting expenses for the whole of his business. Little did he concern himself as to whether this department, or that, stood on its own profit-bearing footing. But, with the progression into his field of competitive features, together with the peculiarly American fever of getting hold of every dollar available, came the necessity for factory, store and office economics, which brought to the fore department individuality, cost systems, improvements in labor-saving machinery, mechanical devices for doing the things in the office heretofore the work of brain and hands, and the numberless other additions vital to accomplish ends striven for.

As our country develops in population, wealth, and consumptive power, there is a constant incentive for new competition to spring up in any line, the sale of which promises to be more or less large. It follows that those who are already engaged in the trade of articles which, by their sale, entice others to engage in their production, must, while covering generally the entire scope of the market to which their goods appeal, look closely into the circumstances surrounding each and every portion which goes to make up their general, or whole field of sale.

The seller who has installed centralization methods in his factory, store and office, looking to economy of production, must then, logically, look closely into the avenues where what he markets is consumed, as the perpetuation of his whole business existence is at once imperilled by inattention to the buying field, in these days of tense rivalry. If a manufacturer, doing business in New York state, discovers that Buffalo, which consumes $75,000 worth of his class of goods, is only buying $5,000 worth from him, he is naturally solicitous as to why this fact prevails. Knowing, first, that all data regarding Buffalo is filed in his office, how is he to arrive at a true sizing up of the situation by the probably existing mode of filing all of his papers by the alphabetical method, even with numerals in conjunction, under the surnames of his customers and prospectives? For, after all, filing information by the latter method, so far as referring to it is concerned, is much like having a treatise on rotation of crops scattered in parts through a hundred volumes covering as many subjects. You know all of the information is in the set, but you skip important data in the fifteenth and seventy-fourth books, and your plan is lame to that extent. To illustrate: A certain large corporation, much in the public eye, whose methods compelled them to keep close tab on events in every locality occupied by them,

attempted to file all matters pertaining to their trade, alphabetically, under individual and firm names. A certain contingency arose wherein it was imperative to learn what concerns in a town were, or were not, friendly. Several of the important ones were overlooked—with disastrous results. Geographical indexing, being brought to the corporation's notice, was immediately adopted, and when the next condition arose, all matter pertaining to the town in question was at hand at a second's notice.

It might be asked, "Why need we give consideration to 'Boston' when we are only looking for the letters from 'John Robinson' there?" I answer: Because "John Robinson" is identified owing to there being a city or locality where he had environment. It naturally follows that had there been no "Boston" there would have been no "John Robinson" for you to do business with—therefore, "John Robinson" is merely incidental to, and subordinate to, the primary head, "Boston." The town, itself, is the essential thing in bringing us the business of those of our patrons residing therein.

Concerns who are seeking to extend their trade are handicapped if they use in their offices any other than this location indexing, which is the panacea for most filing ills. The proper disposition of the written records in the office is just as imperative to the success of a business as is any other factor, and any appendage to an industry, whether in the manufacturing or selling end, succeeds only in proportion as support is forthcoming in office detail.

This is an age of specialism in everything, and humanity reaps the benefits.

To those who are responding to the impulse for system, set going a few years ago, location indexing should appeal, as it specializes for us, in grouping where we can find it, the data we want ever ready.

Working Overtime

A proper system of arranging the work, and a competent executive control of the office employes renders overtime unnecessary

By W. T. CHILDS

"MR. TOMKINS," began Wolfe, "I have had occasion to return to the office as late as nine o'clock on several evenings, since I have been the secretary of the Commonwealth Chemical Company, and I have been surprised to find a number of the clerks still at work."

"That's strange," answered the president of the corporation, "the office hours are from eight a. m. to five p. m."

"Furthermore," continued Wolfe, "last Saturday afternoon, I returned at four o'clock, and found the entire force at work."

"We close on Saturdays at one o'clock."

"I have made inquiry," Wolfe said, "and learn that it is seldom any of the clerks leave the office before seven-thirty in the evening, and that it is generally after six o'clock when the doors are locked on Saturday."

"This must be remedied, at once, Wolfe!" said the president. "I want you personally to take the matter in hand. If the men are unable to do the work in the regular office hours, I authorize you to employ additional clerks; and if there is anyone in the office who retards the work of others, replace that one with a competent man."

"All right, Mr. Tomkins," answered Wolfe, "I'll confer with Jackson, the chief clerk, today."

The chief clerk was the best-posted man in the office; he was thoroughly familiar with the work of each desk in the office; he had a remarkably retentive memory; and if any employe, not excepting the president or the secretary, was undecided about any detail of the corporation's business, the chief clerk was consulted.

Notwithstanding these accomplishments, he had allowed himself to get into a rut. It would have been impossible for any man, however efficient, to have completed, in the

eight working hours of any day, all the duties the chief clerk had assumed. He had no time to supervise the work of the office force; he was constantly tied down to his own desk. He took the stand that it was easier to do a thing himself than to tell another how to do it.

He had started with the corporation as office boy, and, in advancing from desk to desk, until he finally became the chief clerk, instead of relinquishing to each successor all that pertained to the subordinate position, he had carried with him to each higher desk duties which he was not expected to perform. In fact, he had allowed himself to become a willing horse, and he was working himself to death.

The newly-appointed secretary had no sooner broached the subject with the chief clerk than the latter began to labor under the misapprehension that imputation had been cast upon his ability.

"Every man is overtaxed now," he contended, even before Wolfe had outlined any plan for relief, "and it is simply impossible to close the office at the proper hour."

"Mr. Jackson," answered Wolfe, kindly but firmly, "we must close this office at five o'clock every evening and at one o'clock on Saturdays! I want you to study over the situation and let me know how we might accomplish the desired result. If the force is inefficient, get competent men, and if insufficient, we will employ more men."

Jackson left Wolfe's private office, convinced that the secretary's views were theoretical and decidedly impractical.

At the end of the week, after consulting a number of the senior clerks, who were unanimous in the opinion that the force should be increased, Jackson suggested to Wolfe the employment of four additional clerks.

Three weeks later, Wolfe had another conference with the chief clerk.

"I have noticed a decided improvement since our last conference, Mr. Jackson," he said, "but I am not satisfied yet."

"Well, I have done everything in my power to better conditions!" Jackson answered.

"I have not limited you," replied Wolfe. "I have told you that we are prepared to spare no expense in this matter. You have added four new men to the force; if necessary, we will add four more."

"And we must institute a system for filing our correspondence and of following up quotations and inquiries," continued Wolfe.

"System! What do we want with system? Why, I keep all those things in my head!"

"Ah, there's the trouble."

"I don't understand you, sir!" impetuously answered Jackson. "Have I ever overlooked any quotation or inquiry, or mislaid any correspondence?"

"Not to my knowledge. But don't you understand, Mr. Jackson, how easy it would be for you to forget something, when your memory is taxed with so many details, and when you give attention to your multitudinous duties? Suppose you should be sick, or, now don't think I am hard-hearted, suppose you should die?"

"You'd have to get another man in my place!"

"Exactly! But would not your successor be seriously handicapped? He would never come up with all the details that you keep in your head. I believe a man's work should be in such shape that another could take it up at the shortest possible notice."

"Such a system would cost——"

"There you are on the wrong track again!" interposed Wolfe. "I tell you again, and finally, that you are not to concern yourself about the cost of the proposed improvements. The president will hold me personally liable if my plans fail."

"All right, sir, if you are willing to spend the money, I should like to employ four more clerks at ten dollars each a week."

"Employ them at once!" unhesitatingly answered Wolfe.

Before the lapse of three months, the office force of the Commonwealth Chemical Company presented a much changed aspect. Few men were at their old desks. Ten new clerks had been added and seven inefficient ones had been dropped. The total increase in the pay roll was $40 a week.

Promptly at five o'clock every evening, the men began to clear their desks, and before a quarter after five, every man was out of the office. The janitor had completed his work and was able to lock up at six o'clock. It was only occasionally that Jackson remained until six o'clock, in order to attend to some matters which he had been unable to dispose of during the day, because of his many interruptions.

Jackson was now the chief clerk in real-

ity as in name. He no longer did any of the detailed work, but supervised the work of the force. The secretary had seen in him a valuable man, if once set straight, hence his patience to get him out of the rut.

Jackson had time to improve the correspondence system. Instead of filing letters alphabetically under the name of the writer, all correspondence was registered and numbered. The daily inquiries and quotations were systematically recorded and followed up, orders were shipped promptly, and many labor-saving devices were instituted.

In referring to the subject, Wolfe gave out the following statement: "When I approached the president, it was simply because I believed in doing the men justice. I realized, that in taking on new men, we told them our hours were from eight a. m. to five p. m., and when we compelled them to remain at the office two or three hours longer every day, without additional pay, we were simbly robbing them of that much time. If they had reported to us at ten or eleven o'clock in the morning, instead of eight, we would have demanded an improvement with the first offense. Why? Because we were in a position to enforce our rights. On the other hand, few employes can exercise their independence.

"Furthermore, we do not even overwork our machinery or our horses. We have duplicate engines, duplicate dynamos and duplicate furnaces and boilers. We do not run a dynamo two days continuously; the one that runs today is not worked tomorrow. Suppose we had but one and that one broke down, we would be put to inconvenience, delay and expense, until it was repaired. The same principle applies to our horses. Now, suppose the health of one of our employes broke down from the strain of overwork, it would be our duty to continue his salary during his absence from the office, and also, we might be forced to employ a substitute at additional expense.

"There was no sentiment whatever in my action. It was simply from a business standpoint, though it was just. After the innovation, our business actually increased ten per cent, so that the increase in the pay roll of $40 a week and the cost of the labor-saving devices were nothing in comparison.

"Of course, we expect to be so busy at times that we will have to work a little overtime, but for such overwork, the men are fully compensated by their two weeks' vacation, with full pay, in the summer."

Set in a New Frame.

The secretary of the American Manufacturing Company had been working early and late ever since the corporation has been organized, and now that everything seemed to be going smoothly—the finances in good shape—the department managers all steady on their feet—the wheels all moving rhythmically—he felt that it was time to die.

"Medicine won't help you," said the doctor; "you need a complete rest and change of life for a while. Go to the mountains, eat and drink nourishing foods, and smoke just one cigar a day."

A month later the sick man returned to the physician's office, looking well and strong, and the latter complimented him on his appearance and on the benefit of the advice he had followed.

"Yes, doctor," said the patient, "your advice was all right except the cigars—I couldn't manage them no matter how I tried, so I gave them away."

On a Matter of Business.

A new story about absent-mindedness is being told on a West Philadelphia man.

At his office, in a big Broad street building, every sort of safeguard is taken, and he is a difficult person to see, except by appointment. On this occasion, however, he was not in his office, but at home, alone in his library, awaiting with some trepidation the course of events upstairs, where great things were happening. Despite his anxiety, however, his mind wandered and he fell to speculating as to how he should enlarge his business so as to make it fit the approaching amplification of his domestic establishment.

Just then there was a knock at the door. "Come in," said the financier. A white capped nurse stuck her head around the edge of the door. "It's a boy, sir," she said. The financier raised himself. "Kindly ask him to state the nature of his business," he replied.—*Philadelphia Record.*



Cosmos Exhibit at the Royal Agricultural Hall London, England

Held from July 14th to 31st Inclusive

THE Cosmos Company of 73a, Queen Victoria street, E. C., and 3 Rue de Grammont, Paris, Modern Office Equipment and Business System House, well sustained their title with this exhibit, which consisted of everything for the office, from paper clips to the most elaborate and artistic display of letter filing cabinets and card index systems. Electric and hand envelope sealers, commercial graphophones, and every up-to-date office device was shown, such as several makes of typewriters, rotary Cosmostyle duplicators, rotary letter copying machines, including also THE BUSINESS MAN'S MAGAZINE and the entire line of their system and office publications. In the writer's opinion, the exhibit was one of the best he has seen at any exhibition, and he has had the pleasure of visiting several.

The gentleman on the left is Mr. Karklinnis, city manager of the Cosmos Company, and on the right, Mr. John Ferguson, general manager of The Business Man's Publishing Co., Ltd., who, with the assistance of the staff of both companies, were able to give a complete and satisfactory demonstration of all articles on the exhibit during the period of the show.

Chicago's New Mechanical Post Office

By R. R. SHUMAN

¶ This graphic description of the mechanical appliances which have made possible the handling of a greater volume of mail than is handled in any other Post Office in the United States,—and this in a building that, with ordinary methods, affords inadequate space for handling one-half of the vast tonnage—proves beyond question that at least one branch of the Government service is alive to the advantages of economical modern business systems.

¶ Of greatest value to Business Man's Magazine readers, however, are the suggestive features of this article. How the more than four million pieces of mail passing through this great Post Office every day are mechanically conveyed and delivered at the exact point desired; the perfection of the system that delivers in thirteen minutes mail originating at a distance of six and one half miles; how outgoing mail is delivered at the very door of the mail car through underground tubes, suggests vast possibilities in the adaptation of these appliances to commercial use.

¶ Although brought to a high state of efficiency in individual cases, the mechanical transmission of materials in manufacturing and other industrial establishments is yet in its infancy. In this regard Chicago's Mechanical Post Office offers the business world an object lesson in economy.

A NOTABLE example of American ingenuity in finding a way to overcome seemingly unsurmountable difficulties is found in the mechanical equipment of the new post office in Chicago.

The building itself, 300 by 370 feet in dimensions, is of a striking, though typically governmental style of architecture, ponderous and massive, rising 280 feet to the top of the dome. It is a monument in granite, typifying the dignity of the government doubtless, but inadequate to the enormous demands that are now made upon it. The original plans were drawn and work begun 11 years ago. Even at that time the space designed by the architects for post office purposes was none too great, but the postal business in Chicago has more than doubled during the years in which the building was being constructed, multiplying handicaps to a tremendous extent. When it is considered that at the present time the rate of increase of mail matter to be handled is 20 per cent a year, the reader can understand how serious was the Chicago problem

VAST TONNAGE HANDLED

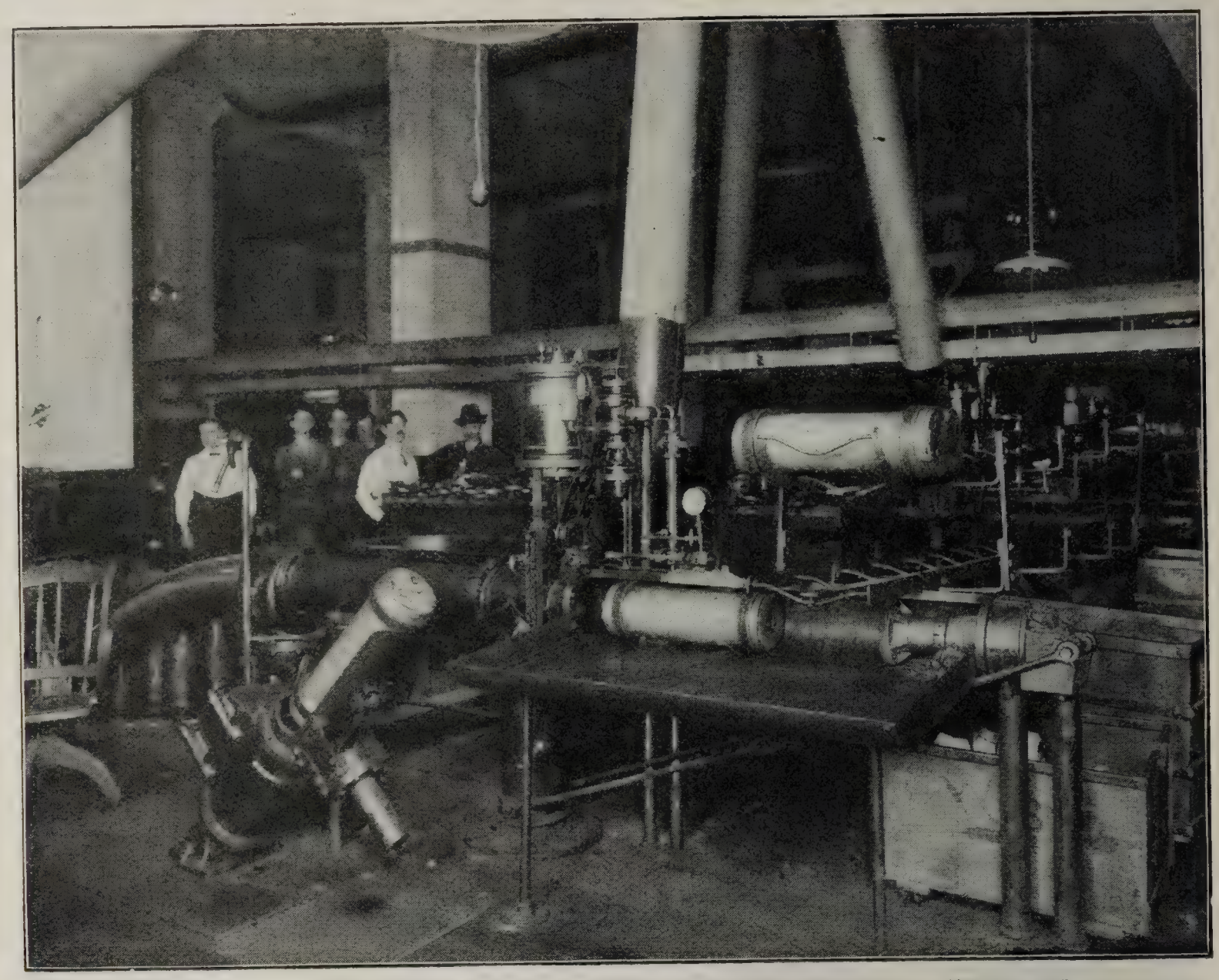
To give an idea of the magnitude of the plant, for plant it is, the following figures will be interesting:

The Chicago post office handles more mail than any other office in the United States, if not in the world. More than 700 tons of mail matter are received and distributed each day. This means that more than 4,000,000 pieces must be handled, not once but many times, by the 4,500 employes of the mail service in Chicago. Stated another way: 8,000 pouches and sacks are received and about 14,000 sent out every 24 hours. About a million letters alone are postmarked every day, while approximately 200 tons of newspapers or periodicals entered as second-class matter is the daily average; also as a matter of fact on Fridays and Saturdays, the day for publication of most weekly periodicals, this tonnage may be triplicated or quadrupled. During the holidays, at Easter time and at other periods of the year, the increase over the normal amount of mail to be handled is almost appalling, and the mechanical equipment for handling this great bulk of mail must be equal to the greatest emergency.

Much of this mail matter, possibly half of it, is "through mail," neither originating nor having its destination in Chicago, but must at the same time be handled in the Chicago post office because Chicago is the great focal point at which nearly all the railway trunk lines have their termini. Even European mail, intended for Asiatic and Pacific Island points, is received at Chicago to be distributed according to railway routes.

GENERAL PLANS.

The post office department occupies the



UNDERGROUND PNEUMATIC TUBE SYSTEM—NORTH TERMINAL, 8TH LINE.

basement, first and second floors of the federal building, the upper floors being used for governmental departments. On the Dearborn street side of the building there are 13 steel chutes, each provided with weighing hoppers. First-class or letter matter collected by wagons from thousands of letter boxes, are dumped into these weighing hoppers in sacks and satchels and lowered to the basement floor, being weighed in transit. They are then loaded on to moving belts which convey them to huge bucket elevators that carry their tons of mail more than 60 feet vertically to the second floor. Here they are dumped by the elevator on to a platform and are opened by attendants, who load the letters into large steel cars, each car containing three compartments. There are two of these cars, each running on its separate track elevated high above the steel facing tables. Above the tables are steel hoppers from which the facing clerks draw their supply at will. The attendant who controls the movements of the distributing car can readily see which hoppers require replenishing and sets an ingenious mechanical device on the car so that each compartment is dumped automatically as predetermined by the starter, and the car having fulfilled its mission returns without further attention to be refilled.

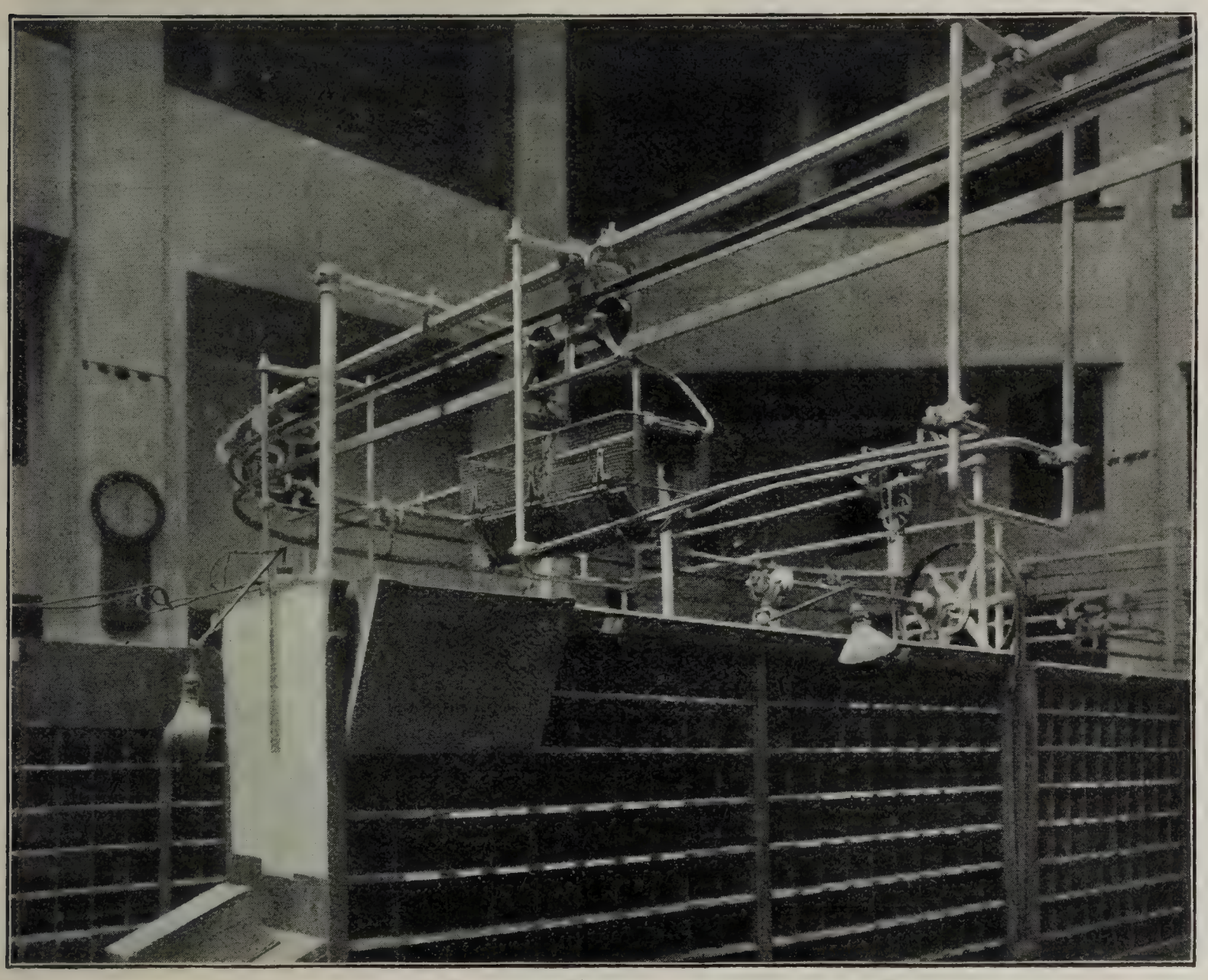
POSTMARKING AND CANCELING.

There are seven of these facing tables and the operators do nothing but face letters; that is, arrange them in bunches with the addresses toward the front of the table, sliding each handful along to a rectangular trough which runs along the edge of the table three or four inches below its surface. At the bottom of this trough is a moving belt, its surface being parallel with the surface of the table, and the letters are carried on their lower edges to motor-driven stacking machines at the ends of the tables. Each one of these stacking machines handles from 500 to 600 letters a minute. From the stackers the letters are taken to the canceling machines which cancel the stamp, printing the postmark with the time of cancellation. The letters are then transferred to the primary sorting tables. Here scores of skilled clerks sort the letters into cases or pigeon holes according to groups of states. This is what

is known as "coarse" distribution. Other clerks are constantly at work removing from the boxes or pigeon holes the mail thus sorted and packing it into trays or cars seven and a half inches wide, 30 inches long and five inches deep. At the front of each tray is a bar numbered from one to fourteen and provided with a sliding guide which can be set at any one of these numbers, each of which represents a station. The loaded trays are then placed on a moving belt which traverses three side of the second floor of the building where the secondary distributing cases are located. When the car arrives at the station corresponding to the number at which the guide had been set, it is automatically switched off of the main line to a little siding or shelf where the clerks seize it and dump its contents on the table before them. It is a very interesting sight to see these loaded cars darting swiftly on their way, each picking out its own proper destination with absolute accuracy. The empty cars are returned on the lower side of the belt and are automatically switched off on to the canceling tables.

ROUTING THE MAIL.

A secondary distribution consists of sorting the mail received at each of the 14 stations mentioned above into railway post-office routes on the one hand and local mail on the other. Letters are distributed in cases as above according to routes, and tied up in bundles not exceeding four inches in thickness and loaded on to a moving belt conveyor which travels in the opposite direction from the tray conveyor just described. This belt conveyor carries its thousands of string-bound packages in an uninterrupted stream to a centrally located receiving table from whence it is delivered into the great chutes which lead to the dispatching station of the underground pneumatic tube system on the floor below or into pouches which are conveniently located near the table. The mail received through the chutes is divided according to the pneumatic service trunk lines, one of which leads to the Illinois Central station, another to the Chicago & Northwestern, another to the LaSalle Street station, and a fourth to the Union station.



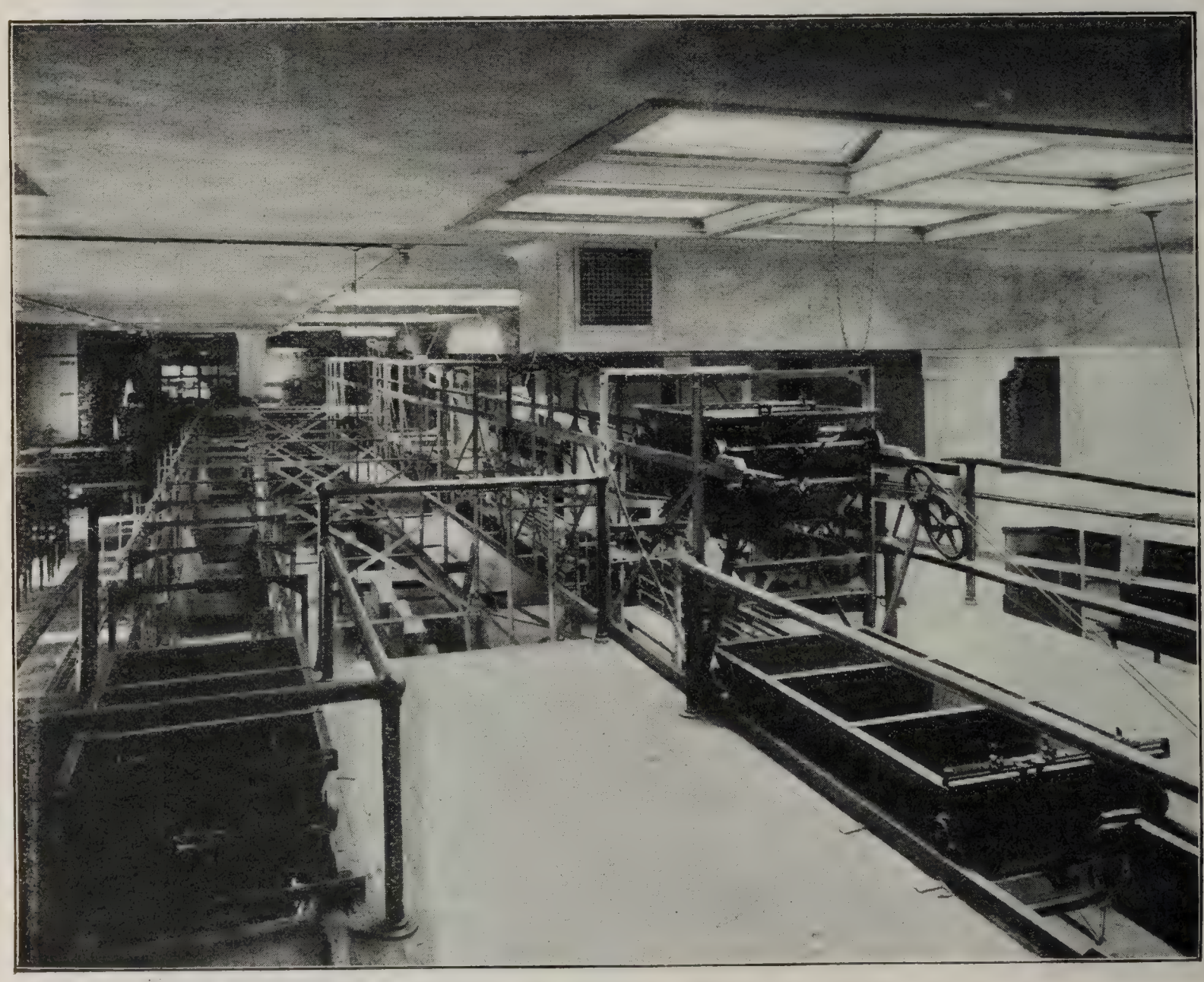
FOR "OVERS" LEAVING STATION AND CLOSING DOORS.

UNDERGROUND PNEUMATIC SYSTEM.

The pneumatic tube sending and receiving station where the mail deposited in the chutes just described, is delivered, is illustrated in Fig (?). An almost continuous stream of cartridges is discharged from the receiving tube, the speed being retarded by an air cushion in the machine. Loaded cartridges to be sent are simply dropped into the inclined receiver, the weight of the cartridge being sufficient to make it pass the air valves. These cartridges or carriers are 7x24 inches inside, each holding an average of 500 letters. The system includes 19 miles of eight-inch cast iron pipe, through which a continuous current of air is pumped, giving an average speed of over 30 miles an hour to the cartridges which move through it. The longest line is from the post office to the Stock Yards station, six and a half miles distant, the trip being made, including necessary transfers, in 15 minutes. Each of the trunk lines has relays located at branch post offices, at which cartridges are both received and sent. This pneumatic tube service carries only first-class or letter mail and in fact all the appliances described thus far in this article are devoted to letter mail.

NEWSPAPERS AND PACKAGES.

Considerably more than half the tonnage of mail handled by any post office is second, third and fourth-class, or in other words, newspapers and packages. The devices for handling this bulk of matter are equally interesting, although not so complex. The mail in question is received at the weighing hoppers on Dearborn street and is weighed, conveyed and elevated in the same way as the first-class mail. On the second floor an overhead trolley system, which makes a circuit of the building, carries the incoming sacks of second, third and fourth-class mail matter to the 15 stations which are served by this system, and the operator who loads the sacks regulates their delivery at any one of these 15 stations, so that the operation is automatic. The cable which travels about the room is provided with cars, each one having hooks which engage with loops on the mail sacks as they pass by the loading frame, a device which lifts the sacks into the proper position, at the same time the operator moves a pointer to a number



FOR DELIVERING FIRST-CLASS MAIL TO HOPPERS OVER PICK-UP TABLES.



PICK-UP TABLES AND STACKER.

corresponding to the station at which he desires the sack delivered. This mechanism sets a number upon the car and when the sack comes to the station in question the hook is released and the sack drops on to a curved chute in front of the operator. After this mail receives its final distribution into outgoing sacks for various delivery points it is conveyed to the basement where it is loaded into wagons for delivery to the various railway stations.

CITY MAIL.

One of the large wings on the main floor is devoted to city mail. Here more than 1,000 carriers receive their mail in bulk, sort it according to the convenience of their route and then deliver it. The immense increase in the bulk of Chicago's mail would make it impossible to have handled this city mail in twice the amount of space that is allotted it were it not for the ingenious mechanical devices that have been installed here. While the clerks are sorting the city mail, hundreds of letters are found that are either misdirected or not clearly or fully addressed. These have to be sent to the head clerk for redistribution or reference to the directory department for proper addresses. This class of mail is called "overs," and the usual procedure has formerly been for the clerk to allow this mail to collect until the particular delivery he was working on had been made up and then take it personally to the head clerk for correction or redistribution, after which he takes his delivery sack and starts on his route. As all the other carriers follow the same course it will be seen that the letters which the carrier has taken to the head clerk just before he leaves to make his delivery, must wait for the next delivery. Those that are taken to the clerk at the end of the last distribution must be carried over night, and when Sunday intervenes these letters, which sometimes amount to as many as 5,000, are carried over until Monday. In order to avoid this delay, a system of conveyors is arranged, having shelves or stations just above the cases, upon which the "overs," either letters or packages, are laid from time to time as they are sorted out by the carriers. Traveling cars automatically collect all matter that is placed upon

these shelves and deliver it at the clerk's desk, making a collection every minute or two, and as fast as the mail arrives at the clerk's desk it is taken care of at once, so that when the carriers start out on their routes they have practically every piece of mail that should go on that delivery.

HOUSE TUBE SYSTEM.

In addition to the various systems for carrying and transferring mail there is a pneumatic tube system which ramifies throughout the whole great building, connecting all the offices of the postal department as well as the other federal officials who are located there, with the central receiving and sending station on the main floor of the post office. This local system comprises 16 lines of four-inch brass tubing, requiring more than two miles of tubing altogether. In addition to this there is an independent pneumatic tube line connecting the weather bureau on the roof of the building with the telegraph offices a block or two away. This is the loftiest pneumatic tube line in existence.

The central station of this house system is a busy place. Cartridges fly through these tubes at the rate of 30 miles an hour and each cartridge is provided with a designating ring or collar which may be set at any one of the 16 numbers corresponding to the various stations in the post office. The number showing through the aperture in the collar indicates to the central operator for which receiving station the cartridge is destined, and without be-



OVERHEAD TRADE CONVEYOR AND CHUTE.

ing opened it is inserted in the proper sending tube. This system is used for intercommunication between offices and for delivery to the post office of outgoing official mail as well as the private mail which employes desire to dispatch.

ECONOMIES IN SPACE, TIME AND LABOR.

The Lamson systems, as installed in the Chicago post office, were primarily intended to save room and to make space adequate for the demands upon it that would otherwise be out of the question, but it has been discovered that in addition to saving floor space the systems have considerably reduced the number of clerks necessary and consequently the expense of handling the mails. More important than this, the time saved is a very considerable item. A letter may be deposited in a letter box five miles away from the central post office and within 30 minutes from the time it is dropped at the street corner it is steaming out of Chicago on some fast mail train. How wonderful this is, is appreciated only by those who realize the vast number of handlings which that letter must receive in the process. The foregoing descriptions have given an idea of the receipt, weighing, facing, canceling, coarse, intermediate, and fine distributions which intervene, but only a surface idea. The average letter is handled, classified, sub-classified and routed at least 15 times in the process of going through the Chicago post office, and when it is considered that some 4,000,000 pieces are put through the processes every day it is a marvel that errors are not more frequent than they are.



TERMINAL OF HOUSE PNEUMATIC SYSTEM IN THE OFFICE OF SUPT. RY. MAIL SERVICE—CHICAGO POST OFFICE.

In spite of all criticisms to the contrary those who best know it are a unit in declaring that the United States postal system is the most marvelous example of highly systematized work in existence. An almost military obedience to instructions and a marked degree of loyalty pervades the whole system.

Export Agency Business

It is very essential to have a proper record of prices arranged and figured in the currency of the country where the sales are being made

By JARDINE WALLACE

THIS heading is a little bit obscure, and it may be treated in two ways, (1) as the agency representing the American manufacturers, (2) as the agency representing the foreign buyers, and filling orders by buying in the cheapest market.

REPRESENTING THE MANUFACTURERS.

In all cases it is essential for an export agency to have its prices so arranged and figured in the currency of the country where he is selling that he can cable an offer abroad, or receive an order from abroad, and tell at once what price he can afford to pay the manufacturer.

We will take for an example shoes, of which several grades are made by one firm and exported.

The agency adopts a code word say, "Security," which means "Assorted Sizes Ladies' Fine Shoes." and he has a cost card on this style:

"Security."

Assorted sizes, ladies' fine shoes, 24 pr. to a case, at $1.50 a pr.	$36.00
Freight to Liverpool, a case	50
Cartage in New York	25
Insurance to Liverpool	37
Total cost—delivered Liverpool	$37.12
Or, at $4.82	£7 14 0

When the agency receives a cable from Liverpool ordering 10 cases "Security" at £7-14, he immediately knows that he can pay the manufacturer $1.50 a pair, delivered in New York, less the usual commission, 10 per cent. If this offer is accepted the agency immediately passes a sale note in a form like this:

New York, 10th November, 1905.

No. 1760.

Sold for account of the
Taunton Shoe Mfg. Co.,
Taunton, Mass.,
To John Wilson & Sons,
Liverpool, England.

10 cases ladies' fine shoes, assorted sizes, at $1.50 a pr.	$360.00
Commission, 10 per cent	$36.00

Delivered in N. Y.

(Signed) .....

If the agency uses a carbon for this sale note the carbon becomes his bill book, or charge book, from which he posts to his ledger a debit of $36 to the account of the Taunton Shoe Mnfg. Co., or in a simple business like this, the agency may keep its commission account as under:

This account is very simple, and as an agency business is often run by a man and a boy these entries are sufficient to show him anytime how much he has made, and how much is due him.

Commission Account

1905			Sale No.			1905				
Nov	10	Taunton Shoe Mfg. Co	1760	36	00					
	15	Genl. Elec Co	1	250	00	Nov.	30	Cash	250	00
	20	Eureka Furniture Co	2	62	50		30		62	50
	25	Natl Provision Co.	3	100	00			Balance	136	00
				$448	50				$448	50
Dec	1	Balance Taunton	1760	36	00					
		Natl Provision	3	100	00					

Security Shoe

Letter	Latest Report	Price Quoted	Commission
Taunton Shoe Mfg. Co	500 Cases	1.50 del'd N.Y.	10%
Elite Shoe Co.	Strike in factory		
Peter Jones & Co.	250 Cases, anxious to sell	1.45 Try lower	10%
Alex Smith & Co	100 Cases, inferior quality	1.35	10%

REPRESENTING THE BUYER.

This is really a more attractive business for the agent has to keep in touch, not merely with one manufacturer of shoes, but with all the manufacturers of that kind of shoe which he wishes to buy.

When he receives an order to buy 10 cases of "Security," he has to shop around. From his file he finds that there are perhaps 50 concerns making this shoe, and he has to know the conditions in which they are. Some may be oversold, and cannot deliver on time, others may have on hand "almost as good" shoes, but not quite up to "Security." Others may have a strike in their factories, etc., the price has to be considered also, for, acting for the buyer he has to buy the very best for the least possible.

The seller generally pays the commission, so that the commission account, as outlined above, will suit this case also.

However, the agency representing the buyer does not always give the buyer's name to the seller, as frequently the seller will go direct to the buyer, giving him the commission. This is a pernicious habit, and brings discredit on any manufacturer doing it.

The invoice would be sent to the agent and he would pay same, billing in turn to his Liverpool buyer, making his invoice out in sterling—thus:

10 cases "Secuity" Shoes, at $1.40 a pair	$336.00
Insurance	3.36
Cartage in N. Y.	2.50
	$341.86
At $4.82 per £	£70 18 6

Freight payable in Liverpool.

In keeping price cards, I recommend a system by which the agency can tell off-hand all particulars in regard to certain shoes, and to keep this classified under the name of the style of shoe.

The remarks on this card may be put in pencil, as they may change any day. These cards are of no use for an article like flour, —or provisions—which are bought on the market on daily quotations, but are only intended for a manufactured article which does not fluctuate, changing perhaps once a year, or only under exceptional circumstances.

System for the Retailer

A series of special articles contributed by John A. Manson, who is a Director of the New England Hardware Dealers' Association

SYSTEM is the great factor that enables manufacturers, jobbers, department stores and catalog houses to do business on close profits. Safeguard methods are in use by them which insure thoroughness and quick action all along the line and goods do not get away from them without being properly booked, nor is credit given indiscriminately. In these days of sharp competition the retailer



JOHN A. MANSON.

must do busines systematically—everlasting application and knowledge of business are bound to win out for him, and were he awake to conditions 20 years ago as he is today, the mail-order catalog house would not have made the inroads on his business that it has in many places.

The retailer has all kinds of competition to meet—for many manufacturers, jobbers and catalog houses go direct for his trade. Notwithstanding this the retailer is bound to be the main distributor and introducer of goods direct to the consumer and will command the cream of the trade in his locality, by doing business in a thoroughly modern way, by being well equipped with capital, carrying stock well adjusted to the demands of his trade, goods classified, conveniently and attractively arranged, displayed and priced and giving careful attention to extending credit and collecting. Selling high grade goods at legitimate prices, standing back of them and giving satisfaction to his customers. Doing business thoroughly, promptly and safely—learning, improving and doing something all the time. He should be a judicious advertiser and, in addition to newspaper and circular advertising, use his store windows and store interior to good purpose.

The successful retailer must be a master of details, for the nature of his business is indeed varied—local orders by telephone to be delivered or called for, orders taken by clerks, some of which are charged, some paid for and some to be paid for when delivered or called for. Many orders received to be shipped by freight, express or mail. Other orders received for odd goods to be ordered specially and often made to order, and other orders for goods to be shipped direct to customers from factories. He certainly needs modern business methods in use to safeguard these varied transactions and insure prompt, definite and positive results—cash, credit and delivery methods that are thorough in detail and from which records are obtained showing that no goods are being delivered without having been charged or paid for.

Stock should be carefully watched and new goods ordered in good season—the systematic use of a want book is important.

Mr. John A. Manson is the head of the firm of John A. Manson & Co., wholesale and retail dealers in hardware, mill supplies, paints, etc., Burlington, Vt. He has 21 years' experience in the business and his store has the reputation of being one of the best arranged and best stocked in New England.

Mr. Manson is a director of the New England Hardware Dealers' Association, and a member of the National Retail Hardware Association, and is an experienced contributor on store arrangement and trade topics to the trade magazine.

Copies of all orders placed should be kept and shipments hurried accordingly. Many merchants have interchange accounts with competitors—when goods are so obtained they should be recorded so that a check-off can readily be obtained when bills are received. Invoices of goods purchased should be carefully checked, priced and figured and a clear record kept of all freight received and the charges on same. Some merchants consider freight as expense—on many lines of merchandise freight charges are five to ten per cent of cost and should be considered as additional cost of goods.

Salesmanship

Showing why the six dollar clerk can earn thirty-six if he or she will

By H. L. HALL

SALESMANSHIP, the selling of goods, is both an art and a science. It can be taught just as any other thing can be taught. Yet not everyone can learn it any more than everyone could learn to be a finished musician or a finished artist. One may be born with mental and physical qualities which make for success in salesmanship but these qualities merely assist toward success, they do not make it. We hear of the "born" salesman; this is all nonsense. We might just as correctly speak of the "born" bricklayer or the "born" teamster. The star salesman may be born with an appetite for hard work, but even this is doubtful for this appetite for work is a thing to be taught and learned. To teach it you must catch 'em young for it is only in the earlier years that a love of work is to be easily acquired. This appetite for work, by the way, is the foundation stone of the whole structure.

A lazy person will rarely succeed anywhere except by accident—and those accidents are rare. The lazy clerk will never be a success under any circumstances. Hard work and ambition go hand in hand. Ambition breeds hard work and the two breed achievement. Hard work need not mean drudgery—in fact it must not mean drudgery, for the minute your work becomes drudgery your liking for it has gone and no success is possible without the enthusiasm bred of a genuine liking. Good work—the sort that counts—is constant, well-considered and consistent effort. Effort applied to a point where it will do some good—where it will produce results.

A school for salesmen could profitably be maintained by every employer. The idea sounds like philanthropy but it is not. The ordinary merchant will scout the idea, claiming that to educate salesmen at his expense will be to educate them for someone else. This is what the process would amount to unless he took steps to prevent it. Such a result will inevitably follow—your good salesmen will go elsewhere unless you are wise enough to divide the results obtained with them. Given a young man with average intelligence, average appearance, average ambition and a willingness to work and work hard, a good salesman can be produced by teaching. It will cost time and effort and perhaps a little money, but think of the returns. There is scarcely a store of your acquaintance where the sales could not be doubled if the right sort of salesmanship were to be practiced.

Look into conditions in some of the stores which are held up commonly as models of business excellence. Take the big Wanamaker store in New York, for example. Go into that store and note what sort of service will be offered you by the sales-people. I do not mean that you shall compare the service with the service you get in other places. Compare it with what it ought to be and then ask yourself whether you would not go out of your way to buy there again if you were shown the sort of attention that dollars anxious to

be spent should be shown. The Wanamaker store is no worse than a hundred others, but that is not the point; it is no better.

If the clerk in a country store should treat a customer in the way customers in this or any other big store are treated he might not lose his job, but he would be pretty sure to get a good thrashing—and he would have it coming to him. Ask the manager of such a store why he does not get salesmen instead of dummies;—and impudent dummies at that—and he will tell you that he gets the best he can. Undoubtedly he does. But that is not enough. What does he do to make them better salesmen? Usually nothing, I am sure. If he did ever so little an improvement would be manifest in short order. Go into that store and have the manager pick out his best salesman. Ask him how much better that one is than the rank and file—mostly rank. Then ask him what would happen if he had a force, each member of which was as good as the "star." It would mean a doubling of the sales of the establishment. What would it mean to the individual salesman when his sales were doubled? It would mean that the six-dollar clerk would soon find his six prefixed by a "one" or a "two" or possible a "three."

The salesman who increases his daily sales and who keeps them up will not have to wait until next year for the result to his pay envelope if the employer is wise. And it is possible to make them increase. It is not a thing of chance or a thing of mystery. It is simply a knowledge of salesmanship which means a knowledge of what you have to sell plus a knowledge of how to sell it. Most of us are willing to pay for having things done when we want them done and as we want them done. It is another case, as the song has it: "I want what I want when I want it." Get busy. Weed out the lazy, the idle, the incompetent, the indifferent, and keep the rest. Teach them what to do and how to do it. And having taught them this—pay them for doing it. It will cost more both ways, but think what you will get for it. Let your clerks know that there is still room at the top and the elevator will always be found running.

A Frenzy of Justice

By JAMES HAY, Jr.

One more unfortunate,
  Greedy for cash,
Gambler importunate,
  Roguishly rash;
Guilty of robbery,
Slick in his jobbery,
High in his snobbery—
  Lord, what a crash!

See the immutable
  Proof of his gain,
Watch his inscrutable
  Look of disdain!
Scorning the judges,
He never budges,
Saying, "Two fudges!
  You give me a pain!"

Picture his palaces,
  Write up his wealth,
Air all his fallacies,
  Tell of his stealth—
Scorning the masses,
Calling them asses,
Taking his passes,
  He travels for health.

Lawyers, investigate
  How it was done;
Experts, you estimate
  Where the sums run;
Witnesses, hurry
All in a flurry
Trying to worry
  The man with the "mon."

Chuck out his brother,
  Fire his aunt,
Leave not another
  Cousinly "plant"—
Write a report on him,
Roughly cavort on him,
Get in some sport on him,
  Curse him and rant!

Let the whole city full
  Know of his game,
No one be pitiful
  Tho' he talks tame;
Cry out for lawfulness,
Weep for his awfulness,
Frown at his flawfulness,
  Mash him with blame!

Then, don't indict him,
  Call him not slob,
Don't even fright him
  Turning a knob;
Try to placate him,
Dare not to hate him—
Just legislate him
  Out of his job.

Take him out tenderly,
  Oust him with care,
Honored so slenderly,
  Rich and so fair!
Praise with intensity
Money's immensity—
Graft's a propensity
  Many men share!

The Value of System

The busy merchant too often does not appreciate the value of efficient and economical systems but considers every suggestion a reflection on his ability as an office manager

By J. A. FINNIGAN

WHILE business methods and systems have undergone great changes in recent years and while a large percentage of our business men are willing to acknowledge and use loose leaf, card and other systems, it is a fact that few of them can be interested in methods looking to the systematic handling of orders.

Why this should be the case is very easy to understand. We are all more or less egotistical and to have an outsider call attention to glaring errors in our business methods is a rap at one's pride, especially when such a method has heretofore been found satisfactory.

Mr. Busyman, who does not care a rap about the value of time, will still keep in his well-worn track and stick to obsolete methods of billing, entering and filling orders, ordering goods and making quotations.

Systems are all well enough in their place, the loose leaf has its advantages, so has the card system and so has the bound book, but too much system and too little brain thought will tend to make any business man disgusted with innovations.

We outline a few suggestions for handling routine work in conjunction with orders, quotations, etc., that the average manufacturer and dealer will find to his advantage.

ENTERING OFFICE ORDERS.

The best and quickest method for handling orders going through a shop or factory is a bound order book with a manifolding copy, the original copy staying in the order book and the duplicate (printed on strong tag) sent through the factory. The order and instructor should be numbered and it should contain all the information regarding the particular job or order, viz., "By whom ordered," "to whom shipped," "customer's order and requisition number," "how shipped," etc. The duplicate when it is torn from the book can be stapled on the ends by a small hand stapling machine, and your order or instructor is a small envelope, size 6 x 9, into which can be placed your quotation, "order from customer" correspondence or any data, sample, etc., relating to this particular order.

Illustration 1 will give an idea on which this can be made up.

On the back of your envelope or instructor can be printed the data regarding factory cost, etc., which will tell at a glance how much labor, etc., has been expended on the particular order. Entries to the day book can be made from the order or instructor, after the order has been filled and when the order has been finished it can be filed numerically or alphabetically in a card index drawer.

ESTIMATE

FROM

STANDARD INDEX CARD COMPANY

Philadelphia,.....190..

..... Please refer to No.....

.....

In compliance with your request of..... we take pleasure in quoting you as follows :

Trusting that the prices in question will be found satisfactory and awaiting your further favors we beg to remain Yours very truly,

STANDARD INDEX CARD CO.

Per.....

FORM 3.

CROSS INDEX (FOR OFFICE ORDERS).

It is an absolute necessity to have a concise and accurate method of referring to orders. Heretofore reference has been made by referring to the ledger folio of the customer and from there to the day

By Whom Ordered	Address	Date 190	Their Order No	Rating	Checked By	No. 28300
To Whom Sent	Address	Directions for Sending		When Sent	C O D. ..... 190 Charged 190	

COLORS.						PUNCHES.										Requisition No.					Boxes Ordered	
White W	Blue Bl	Salmon S	Buff Bf	Green Gn	Cherry Cy	R & R 1	L. B 2	S. I 3	Y. & E. 4	G. W 5	F. M 6	O Y &E. 7	Wells D. 8	Globe R. 9	New G 10						Quantity	Date

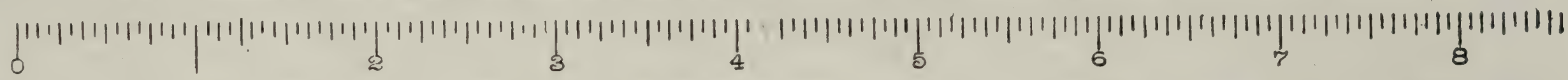
Item	QUANTITY	STOCK		COLOR	SIZE				GUIDES OR TAB		RECORD		Punch	REMARKS	Price Charged	
		Weight	Kind		L B		F S		How Cut	How Print	HOW RULED 1 or 2 Sides	HOW PRINT 1 or 2 Sides				
					Hth	Bth	Hth	Bth								
A																
B																
C																
D																
E																
F																

Item	Po. of Tab	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Item	Po. of Tab	Jan	Feb	Mar	Apr	May	June	July	Aug.	Sep.	Oct.	Nov	Dec.	Item	23	24	25	26	27	28	29	30	31

Item	QUANTITY	STOCK		COLOR	SIZE				GUIDES OR TAB		RECORD		Punch	REMARKS	Price Charged	
		Weight	Kind		L B		F S		How Cut	How Print	HOW RULED 1 or 2 Sides	HOW PRINT 1 or 2 Sides				
					Hth	Bth	Hth	Bth								
G																
H																
I																
J																
K																
L																
M																
N																

CENTIMETER SCALE. 3 x 5 L. B —7½ x 12½ Centimeters. | 4 x 6 L. B —10 x 15 Centimeters. | 5 x 8 L. B.—12½ x 20 Centimeters.

0 5 7½ 10 12½ 15 20



	ITEM	HOURS	COST	
	Hours Composition			
	Hours Press Work			
	Cost Ruling			
	Hours Cutting			
	Sheets Used			
	Total			
	Misls.			
	Cost per 1000			

	ITEM	HOURS	COST	
	Hours Composition			
	Hours Press Work			
	Cost Ruling			
	Hours Cutting			
	Sheets Used			
	Total			
	Misls.			
	Cost per 1000			

	ITEM	HOURS	COST	
	Hours Composition			
	Hours Press Work			
	Cost Ruling			
	Hours Cutting			
	Sheets Used			
	Total			
	Misls.			
	Cost per 1000			

FORM 1.

Name Address

	ORDERS ENTERED MONTH	DAY	YEAR	OUR ORDER NO.	CUSTOMERS ORDER NO.	CUSTOMERS REQ. NO.	Packing	Belting	Hose	Asbestos Goods	Gaskets & Valves	MISCELLANEOUS	DESTINATION	DATE SHIPPED

FORM 2.

book, where after a needless expense of time, you would perhaps find what you were looking for after 10 or 15 minutes' hunting. In a business, which is to a great extent local, and when you probably have 10 or 15 orders from one concern during the course of a day a cross indexing system is required. For this purpose I would suggest a loose leaf book about 8½ inches high by 11 inches wide indexed alphabetically. Have the page ruled so it will hold, say, 60 to 70 orders. All that is really required is the date of entry, customer's number, "Customer's requisition number," your order number, "shipping date" and a condensed memo. of orders. This will enable you to refer directly to your cross index for the customer's number, and you can then refer to your office copy of the order to see how the order stands. A system of cross indexing will be of great assistance in re-ordering; for instance, you get an order from your customer "Duplicate our order No. 26785." All that is necessary is to refer to the cross index, Illustration 2, and you can, at a glance, find your previous order number.

QUOTATIONS.

Quite a few business men still stick to the letter system of quotations. A printed form as Illustration 3 will prove a simpler method of replying to inquiries and will save a great deal of time in dictating. The original "Quotation" is mailed to the person making the inquiry. (In this connection it would be well to suggest a distinc-

Purchase Order No.

STANDARD INDEX CARD CO.

707 and 709 Arch Street

PHILADELPHIA

To.....

Please send to.....the following and bill to this office.

Required for Instructor No.....

Bill passed.....,..... STANDARD INDEX CARD CO.

By..... By.....

Put this Order No. on your Bill as otherwise we cannot check.

FORM 4.

tive color for the original, blue is a good color to pick out.) The duplicate or office copy is punched for an arch (Shannon file) and is filed alphabetically. In the lower left hand corner of the duplicate a follow up memo. can be made. If the quotation is favorably received by the party quoted, you can file the duplicate in your order envelope. If it is not, you can write the "Inquirer" in five or ten days to see how the matter stands.

ORDERING GOODS.

Form 4, illustrated herewith, is an order system in triplicate, two carbon copies and the original in indelible lead pencil purchased, the duplicate to the receiving department (who makes the necessary notations) and the triplicate is kept in the office for the purpose of "jogging up" the party from whom the goods are ordered. The office and shipping department copies of the order are filed on arch files.

In having your quotation or in fact any form made up, use the best quality of paper obtainable. A letter or quotation is as closely scanned by the recipient as a salesman's appearance. And in these days of competition it does not pay to make a cheap appearance.

The few suggestions in this article are in practical use, saving not only money but time and annoyance in handling orders, quotations, etc.

The Retail Merchant and His Show Window

How much rental could you get for your show window? Unless you make good use of the space it is just so much money thrown away

By H. L. HALL

THE properly used show window is the best advertising medium within the reach of the retail merchant, and yet, curiously enough, it seems to be the least appreciated of all the means he uses. His show window is his best medium because it will sell goods for him at a less percentage of cost than any other means at his command. I say that it is the least appreciated because of the fact that it is so very generally neglected. Most retail merchants have not yet learned its true value. Many of them seem to think that it is merely a space which must be filled up with something—it does not really matter what or how. All this is wrong.

Your department store manager appreciates his window space and makes good use of it. If you do not believe that he considers window space valuable, go to him and try to rent one of those he is using. You will soon get a larger idea of its value. The big store even goes to the length of employing an artist who spends all his time and thought in getting up and executing attractive window displays. And these window displays sell goods enough to make the window dresser and his big salary a good investment. We called these window trimmers artists, and many of them are nothing less, as an inspection will soon show, but it is not enough that a display shall please the eye. It must sell goods or it is not successful. The big store demands that there shall be a material increase in the sale of a displayed article while it is in the window, and if the increase does not come the fact is chalked up against the window dresser in the records of the manager.

In show windows, the acme of achievement is to be found in the big stores on Broadway and State street, and there are not lacking those who will whisper that the latter is in the lead. The other extreme is to be found in the window of the little store in a side street where the sole decorations consist of a smoky lamp or a flaring gas jet and a choice collection of fly-specks. And the latter has just as great a relative value as the former if the

ilege of exhibiting your announcement in a place where a given number of people will pass. It is up to you to make your announcement in such a manner that these people, or a goodly number of them will stop to see what you have to say. It is just the same with your show window. No matter what your location, there will be about so many people pass your window each day, and it is your task to make that window catch and hold their attention to such an extent that some of them will feel a want of what you there offer.

There is no line of merchandise of which an attractive window display may not be made. As an illustration of the way in which these displays sell goods, I might instance my own case—for I am a seasoned merchant did but know it. The advertising agent of your local opera house knows the value of show windows, for he is willing to exchange seats worth money for the privilege of hanging his lithographs in your window, and I cannot conceive of him doing it unless your window has a real value to him—and if to him, why not to you?

The real potential value of a show window lies in the number of people who will pass it within a given space of time. Its value may be computed on the same basis as that used for the computation of the value of any other means of publicity. Magazines charge so much a line per thousand of circulation. If you buy space in the pages of a magazine you pay for the privbird and am not easily caught by the advertiser. On my way home I pass three grocery stores. When I am in need of a stated article I stop at the one where I habitually trade—for all of us have our preferences. The store where I trade has ordinarily attractive windows, but nothing which deserves special mention. There is another of the stores, however, which always makes a special display in its windows no matter what the season. It is much further from my home than the one where I usually trade, and as a consequence I have further to carry any purchase I may make there—and yet I very frequently stop there and buy something just because the win-



A MAGNIFICENT CHANCE FOR DISPLAY ONLY PARTIALLY USED.

dow display makes me think I want what is there shown. The purchase is almost always an extra—something which I had no idea I wanted until the display reminded me of my need, or created the need which is better still. In other words the window sold the goods.

There are any number of people walking the streets of your town whose money burns in their pockets fairly yearning to be spent. Show them something to spend it on and make them think they want it and the trick is done. These are the people to whom your window should sell goods.

A glaring case of the wanton waste of a show window came to my notice a few days since in my own city. A very prominent building was to be torn down to make room for a larger and more modern struc-

ture. The location was on a corner easily one of the most prominent in the city which was one of some four hundred thousand inhabitants. Thousands of people passed the place every hour. The daily papers had given a vast amount of publicity to the fact that the building was to come down, and to the fact that all the merchants doing business therein would be compelled to move. The fact that some of them—mentioned by name—would sell off their stocks and retire was also commented upon. One of the retiring merchants was a dealer in men's furnishings, and having a big stock, he made very material reductions in his prices to effect a quick sale. His windows were a magnificent means for effecting his purpose, and yet he deliberately threw away the chance.

This man actually covered his windows with a huge canvas monstrosity of a sign done in black and red announcing the fact that he was closing out—a fact that everybody knew. So deserted and bare did this thing make the store appear that he had to put signs on the door announcing that the place was still open for business for many people glanced at the place and took it for granted that the place was already closed. By a proper use of his windows this merchant could have sold three stocks the size of the one he had, yet he wasted the chance through his lack of appreciation of the show window as a sales maker.

Of course the average retail merchant cannot afford to pay a big salary to an exclusive window trimmer, but the chances are that there is someone within reach who can do many times better than he is now doing with the means at his command. It may be his clerk or porter. It may be his wife or daughter. The proper thing to do is to experiment till he finds the right one and then let that one do his best. Window trimming is an art, but like most other arts it can be studied and acquired. Get out on the street and study other windows. Analyze the ones which appeal to you as being above the average. Learn what it is which makes them better than most of the others. Pick out the good points and emulate them. Pick out the faults and avoid them. I do not mean to advise copying, but we can learn from the mistakes and successes of others without copying.



THE SHOW WINDOW OF C. P. NOBLE—A HANDSOME WINDOW HANDSOMELY DRESSED.

It is at night when the outside world is dark that your window will look the most attractive. Hence the best time for window display is in the fall and winter when the evenings are longest. For this reason, too, it follows that one of the first things to be seen to is that the window must be well illuminated. Nothing so surely kills off a window display as poor lights. And at the same time it may be stated that there is no other investment which will pay a merchant so well as good lights throughout the store as well as in the window, but if the lights must be cut down anywhere, let it not be in the windows.

The chief fault of the ordinary window display is crowding. Don't try to put your

entire stock in your windows, but leave room for an effective arrangement of what you do put there. Too much stuff will defeat your purpose, which is to call attention to the items displayed with enough force to make the gazer want to buy. The handsomest and most effective window the writer has seen in a long time was at the same time the simplest. At the season of beautiful window displays—Christmas—this one was easily the best. It was in the window of a shoe store. The back and sides of the window were finished in plain wood of a dark shade, and in the window were three pedestals about fourteen inches high. Over these pedestals were draped three skins, one white, one red and one blue. On the top of each was a single slipper, matching in color the skin under it. In the center of the window, on a white mat, was placed a single shoe, one of a new pattern. This shoe was marked "Our Marquise Shoe—3.50." I'll warrant that the display sold that brand of shoes and sold plenty of them.

There is one more point. Do not expect a window display to sell goods indefinitely. Those who pass your place will get tired of seeing the same thing day after day. Give them something new to look at once in a while. Let them get into the habit of looking to see what you are going to offer them next. Sooner or later you will catch the fancy of the regular gazer and sell him, or her, something. If your offerings are made on the basis of attractive prices, make the price a part of the display. In most cases it is well to do this anyway as the combination of the article and the price together sometimes make an irresistible combination to the vagrant fancy of the window-gazer.

One word more and I am done. Wash your windows. Is this an unnecessary suggestion? Not so much so as it might be as you will see if you will take a walk along any street you like, for I will warrant that you will find at least half the windows you pass would be all the better for a little attention from the porter. It is a big job to wash windows frequently when other work presses, but do not allow yourself to fall into the habit of letting it go till a more convenient season. Even if you do not do it for the benefit of the window display, do it anyway for the sake of the appearance of the store generally. If nothing better is possible cover the floor of your window with clean paper of a light color. It looks much better than stained and blotched boards. A little attention to your windows will pay well for all the time and trouble it will cost you as you will soon find.

Correspondence

NO outward expression of any business is of greater importance, or of more vital consequence to a business house, than the correspondence that daily goes forth from its various departments. The spirit of the business clearly shows in what is said and the manner in which it is said. There should never be any falling into grooves, and never any stereotyped phrases or machine-like work. Constant self-discipline is necessary on the part of anyone handling a large correspondence, in order to give to his dictation life and interest. One must needs be familiar not only with the business itself in all of its ramifications, but must possess knowledge of men and the every-day affairs of the world—must exercise a nice intelligence, with tact and courtesy, in a manner that will prove his fitness to perform the responsible work of a correspondent.

Discourage the custom of addressing business letters to individuals instead of to the firm. Absence from business of the person addressed is likely to cause delay and complications. If the particular attention to some person is required, that person's name should be mentioned in the letter.



Why Commercial Motor Car Users Sometimes Lose Money

By E. RALPH ESTEP

DID you ever stand by the open door of some large power plant and marvel at the scrupulously clean engine and the exacting care given its every factor by intelligent, well-trained and well-paid men? A certain manufacturing company which shows every visitor its engine room, as the chief pride of a modern works, recently purchased a motor truck for the conveyance of raw material and finished product between the factory and railway freight houses. This truck was turned over to a mechanically ignorant teamster. In three months it was discarded and cursed. In all of that three months its machinery had been given actually no attention except when breakdown necessitated a visit to the repair shop. It had been an expensive and disappointing experiment in modern traffic, and its failure was charged to experience.

The inconsistency of expecting a vehicle which combines a power plant and a running gear to withstand the abuse of hard traffic on rough streets under all kinds of operating conditions without even decent care, whereas a stationary engine plant erected solidly on stone and cement foundation, and running slowly and steadily under an even load, is given the most careful attention money, labor and brains can yield, is the common inconsistency which is the direct and most important reason why some users of commercial motor cars lose money.

Without even considering the element of special attention due a peculiar piece of machinery, if users of power wagons would give them just the ordinary attention that is commonly accorded any other machine, they would be surprised at the degree of efficiency of such wagons.

The care of a commercial car means

washing. Washing the exterior is essential to a general habit of cleanliness on the part of the mechanic in charge of the vehicle. It induces the habit of keeping the running and allied mechanical parts of the vehicle clean. Oiling and adjustment save dollars in the ratio of minutes expended. In pleasure automobile use the great sin of omission is proper oiling, and in commercial use the same condition exists. Too little oil, too much oil or the wrong oil tends toward inefficient running. Adjustment means the proper relation of working parts. It means life of the machine. Careless adjustment or inattention to the adjustment can only result in a wear and tear that leads straight to the repair shop.

The time to find out whether a machine is well adjusted and well cleaned and well oiled is immediately after its day's work is over. When such investigation and accompanying work is delayed until just before the start of the next day's work, it is often, if not generally, laid over until the car, in actual service, "lies down" and gives its own warning too late. Fire department methods, even, are not too strict to be profitable. In a hose house, horses are rubbed down and machinery made ready for business immediately a run is over. It then stands able to work efficiently upon a moment's call.

Lack of proper care also often includes procrastination in making small repairs. There are scores of small features in a motor car's working make-up that may become slightly out of repair without rendering the machine unusable. Hence the car is continued in service until the small ailment becomes a large and disastrous one. The time to fix a "knocking" engine is when the "knock" first becomes apparent; not after it has developed into a serious trouble. If a car is used so constantly and through such long hours that the driver cannot fairly be expected to give it the deserved mechanical attention in the stable, the owner of the car simply wastes money by refusing to hire an extra man to care for the machine.



The regular abuse of a business motor vehicle is an easy way to create loss where there should be gain in the use of the wagon. The writer has known, personally, of several concerns which have purchased motor trucks and delivery wagons, and

without delay put them into constant service carrying loads 50 to 100 per cent greater than they were made and intended to haul. For a month these owners shouted the praises of vehicles that would never tire in night and day hauling of impossible loads. Then, after a few months, came a change. Cars were run constantly into repair shops and sometimes pulled in. Expenses ran up, cars ran down. Praise became disgust. The vehicles were discarded.

Abuse, such as over-load and over-work in respect to hours in service, is plain fool's play with a valuable and expensive piece of property. There are times, even, when users have brought expense upon themselves by not under-loading their cars. A normal load is an over-load under some street conditions. A car may be driven anywhere, but there are some freight yards at certain times of the year and other hauling routes which are so abominable and create such awkward hauling, that the drivers of horse wagons do not think of putting on the regular full loads. Why should the motor car carry its normal load under the same conditions?

Over-working a car is paralleled in injurious effect by over-running it. Some drivers, carelessly, intentionally or in absolute ignorance, drive their loaded cars faster than they should be driven. Manufacturers are in some instances to blame for gearing their cars to provide greater speed than is desirable. The rate of speed of the motor car in comparison with the horse vehicle is so much in its favor under any and all circumstances, that it simply invites trouble to try to drive commercial cars at pleasure car speed, or to drive a five-ton truck at the gait of a light parcel delivery.

A less apparent, but equally important cause of loss in motor car usage, is the selection of the wrong pattern of vehicle for a certain purpose. The selection of type of motive power and kind of mechanical construction is not as important as the choosing of the right style of rig for the particular use to which it is to be put. This refers to body building as well as to running gear. There is no more





sense in buying a fairly powerful car with a small body than there is in buying a light car with a body that is too large for it. In the former case there may not be space enough to allow the car to carry its full capacity load, and hence it is operated inefficiently. This was demonstrated some time ago in a commercial test in

New York in express service. It was found that many of the vehicles did not have enough carrying space to receive trunks and other baggage up to their rational weight capacity. Oppositely, a car too large for its service simply means corresponding lack of economy.

It must also be considered that often users of power wagons do not know whether or not they are losing money. Few merchants know how much their horse traffic costs. They compare the cost of operating one motor wagon with the cost of operating one horse wagon, and throw up their hands without stopping to reckon upon the greater amount of work done.

The whole situation—lack of proper care; inattention to repairs; abuse by overload, over-work and over-running, and poor judgment in the selection of a vehicle—is, when taken broadly, simply one of misunderstanding. Good sense and education are the elements of success.

Cost Accounts for a Jobbing Machine Shop

A valuable and comprehensive system of cost records for a business where only special orders are taken at agreed prices, and including up-to-date balancing methods with the main office books

By WESLEY A. FINK

A SUCCESSFUL business man must be thoroughly and constantly in familiar touch with the conditions of his business, and intelligent results of all transactions should be frequently laid before him. No business man is properly equipped for the handling of his affairs who is not thoroughly familiar with the condition of his assets and liabilities, and frequently furnished with figures showing the results of all his transactions.

The books of account should be kept in a manner which will show clearly at any time, not only what is owing for goods purchased and what is due from customers, but also what the business is worth, the value of the stock on hand, value of work in progress, the cost and selling price of each individual transaction, and the profit or losses of the business. It is not difficult once a year after a stock taking to present this aggregate information, but by a proper system of cost accounting and a record of stores received and issued, and a proper distribution of wages and material consumed, a statement of the results of business transactions can be made at the close of any month or period desired, without waiting for stock taking time, although at periodical times an actual inventory of stock should be taken to correct any errors or waste that may occur.

Special forms of accounts are the result of necessity arising from the peculiar requirements of each business, and it is the object of this article to describe a system of accounting for recording accurately and intelligently all the transactions of a jobbing machine shop. Jobbing machine shops belong to the class of contractors who only make articles or manufacture on orders, which have already been sold (or as termed in law "executory sales"), at an agreed price or upon jobbing rates for labor and material as peculiar to the trade. Hence the cost accounts of a jobbing machine shop take a prominent place in the financial records and form an integral part thereof. The general principle to bear in mind is, that accounts are opened in the general or impersonal ledger dealing in totals with the items posted in detail to the contract, jobbing and stores ledgers.

The three most important accounts of a cost system are, Wages, Stores and Expense.

Wages account includes all wages paid

The Great Difference in Life Insurance Companies

Is not revealed by their names nor their claims. The day before the San Francisco disaster, all Fire Insurance Companies seemed alike to the thoughtless; there was a great difference nevertheless, and when the test came, some quibbled, some defaulted, while others drew on the reserve funds which they had ready for such a contingency, paid the large amounts due, and went right on.

¶ It is because for years the money it has received from its policyholders has been invested with unusual skill and care—always safe, always growing, always ready for the hour of need—that

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¶ If you would like to know for yourself the latest phases of Life Insurance, or wish information concerning any form of policy, consult our nearest agent or write direct to

The Mutual Life Insurance Company, New York, N. Y.

Register of Orders Received

Job No.	Date	For Whom	Description	When Billed
1	1905 Dec. 4	Penn Steel Co.	Make new brass box	12/16/05
2	" 4	Quaker City Carpet Co.	Repair pump	12/8/05
3	" 5	Stock	Make one 18" piston	
4	" 6	American Pulley Co.	Keyseat 4 shafts	12/8/05
5	" 7	Phila Ice Co.	Repair engine	

FORM 1.

for productive labor, whether it be for piece or day work, and comprises the record of time spent by the various workers upon each job or contract. Productive wages only should be charged to this account.

Stores account is charged for all materials purchased, and credited with all materials withdrawn, and the balance of this account should at all times represent the value of stores on hand. Certain kinds of goods are usually kept in stock, instead of being purchased specially for each job or contract. The stores account can be subdivided so that the quantity in stock of each kind of materials may be shown. In a large and important business this is really imperative, but in a small concern, it is unnecessary and sometimes impracticable. No stores should be issued except in exchange for written requisitions signed by the foreman or proper authority, and bearing the number of job or contract order to which the material is to be charged. All stores issued should be charged up daily in the "Stores Issued Book" and afterwards priced at the cost price of the goods without deducting cash discounts.

Shop Expenses include wages of foremen not chargeable to any particular job or contract; wages which may be classified as unproductive labor; such as work cleaning up, oiling machinery, etc.; also materials and supplies and wages for repairs and renewals, and all expenses of the shop not chargeable to any job or contract.

The cost accounts contains the records of all charges for wages and materials consumed on any job or contract, stock manufactured or workshop expense. Each job or contract is charged in the cost ledger, with any materials or wages consumed, as will be described further on.

The principal subsidiary books required are:

Register of Estimates.
Register of Orders Received.
Order Books.

SHOP ORDERS

1	Penn Steel Co.	Make 1 brass box	21	John Doe	Machine 1 Casting
3	Stock	Make 1 - 18" piston	27	U. S. Foundry	Machine 3 Castings
5	Phila. Ice Co.	Repair engine			

FORM 2.



Build What You Build, Well

Build your body cell by cell, WELL. Use properly selected FOOD. That is the material, and, as the builder of a building selects the best brick and mortar, so you should select the very best material the world affords from which to build your body.

Nowadays we have that material right at hand chosen by an expert.

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food is made from the certain selected parts of Wheat and Barley which supply the Phosphate of Potash that assimilates with Albumen and makes the soft gray matter in the nerve cells and brain to perfectly rebuild and sustain the delicate nervous system upon which the whole structure depends, and the food is so prepared in manufacture that babe or athlete can digest it.

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Stores Issued Book

Date	Quantities	Job No.	Amount		General Stores		Iron Castings		Brass Castings		Patterns	
Dec 4	1 Brass Liner	2										
	1 Brass Piston	2										
	2 lbs Sheet Packing	2										

FORM 3.

Stores Received Books.
Purchase Journal.
Stores Issued Book.
Stores Returned Book.
Stores Ledger.
Wages and Time Books.
Contract and Jobbing Cost Books.
Sales Books.

Register of Estimates—This book can be an ordinary journal ruled day book, and should contain an alphabetical index so that the estimates can be readily referred to. In this book a detail copy of all estimates sent out should be kept, showing how the prices are arrived at. A full list should be entered of all the materials estimated to be required, and the labor necessary to complete the job, with the price of each item extended, so that if the job or contract is secured, the actual cost of the work can be compared with the estimated cost as the job is being completed. A carbon or letter press copy should also be kept of all estimates as sent out.

Register of Orders Received—Orders for jobbing machine work are best kept track of by serial numbers. When an order is received it should first be entered in the "Register of Orders Received Book" and given a number, as in Fig. I.

After the order is entered in the "Register of Orders Received Book," duplicate copies of the order are made on small tickets, and one is placed in a rack in the office, and the other is sent to the shop foreman, who places it in a similar rack over his desk. Only tickets of unfinished jobs are kept in these racks, and it is easy to see at a glance what jobs are unfinished, as in Fig. 2.

When an order is completed, the foreman takes his ticket for that order, marks it "Finished," and sends it to the office, where the duplicate is taken out of the office rack, and after the bill for that order is sent out or mailed the tickets are destroyed.

Order Books—No goods should be purchased except a written order has been issued for the same. All invoices received should contain the number of the order authorizing the purchase. Manifold order books or loose printed order blanks put up in tablet form and interleaved with manilla leaves for taking a carbon copy at the time of writing, are best adapted for this purpose. After an order is made out for goods wanted, the number of job for which the articles are intended should be marked on the manilla copy retained, or if the articles are purchased for stock or other purposes, it should be so designated. When the goods and invoices are received, they can be compared with the original order, and charged to the proper account or job, A glance at the order duplicates at any time will show just how many orders are filled and unfilled, and if for any cause an order is delayed by an unreasonable length of time through inability to fill, etc., it can be looked into or canceled.

Stores Received Books—All goods received should be delivered to storeroom, and should be accompanied by a delivery slip or if not one should immediately be made out. After the delivery slips have been checked up, they should be placed on file, until towards the end of the day, or first thing on the next morning, when they should be compared with the order book, and then entered in the "Stores Received Book," as in Fig. 3.

Dennison's Dictionary for Business Men



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10 cents a tube everywhere.

All invoices for goods received should be checked with the entries in this book. At the same time the prices can be extended to the outer columns of the "Stores Received Book." The entries for the stores ledgers are also posted from this book, and debited to the various stores account.

Purchase Journal—All invoices for purchases of every description are recorded in this book, whether for tools, machinery, for materials used on various jobs, or for goods received into stores. The voucher system affords the best method for recording purchase invoices, with the least labor. After the invoices have been approved by the store-keeper, or checked up with the "Stores Received Book," and the prices and extensions verified by the book-keeper, the invoices are filed away alphabetically until the end of the month. An ordinary box file can be used for holding the "current month's bills." On the first day of the month, the invoices for the preceding month are taken from the file and arranged according to dates, those of each firm being together. After the invoices have been checked up with the monthly statements received, a voucher blank is then filled out for each account, and all invoices belonging to same attached to it.

(To be continued.)

Maturing Shares in Loan Associations

By ED. L. DAVIS

Author of the Standard Maturity Tables

THE time for maturity of shares in savings and loan associations is susceptible of accurate calculation under exact and known conditions. The uncertain and fluctuating position of this desired period in actual practice is caused by the many varying idiocyncrasies peculiar to such organizations. What these are and how they effect the maturity period will not be considered, as the only object here is to illustrate how, under absolutely ideal circumstances, such a result may be accomplished.

Taking for example a $1 monthly payment on a $200 par value share, with a loaning rate of six per cent and no premium, required the time to maturity. Under these conditions the investor pays $1 monthly for each share taken, and the borrower pays $2 monthly for each $200 borrowed, that is, $1 for his share payment (for each borrower in a loan association is also an investor), and $1 as monthly interest on his loan of $200. The method employed for the computation is assuming a time for the maturity of shares in the first series and proceeding exactly as in actual loan association accounting, carrying through all the subsequent serial operations to the assumed period for the maturity of shares in Series No. 1, at which time profits are apportioned, pro rata, to all shares to determine whether the instalment shares in the first series have reached their par value. The time assumed for the maturity of the shares is 138 months.

In this miniature association there are 210.842 shares, distributed among seventeen shareholders, comprising eight series with three shareholders in the first series and two each in the remaining series, divided into investors and borrowers, as explained. The operations are spread over a term of

Series	Share holders	No Shares	Total Investment	Dividend	Total value of shares	Value of one share	
1	A	50	6900	6265 47	13165 47	263 30	*
	B	34.5	4761	2161 58	6922 58	200 65	⊙
	C	6	828	375 92	1203 92	200 65	

* Prepaid shares
⊙ Instalment shares

SUMMARY C.

eleven and one-half years, but are so condensed by averaging that the accounting and tabluations are kept within a reasonable and comprehensible limit. In order



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Series	Share holders	Number of Shares	No. of payments to maturity of Series #1	Total dues paid	Total interest paid	Total dues and interest paid	Loans	To whom made
		50	138	6900		6900	6900	B
1	A	34 5	138	4761	4761	9522		
		6	138	828		828	10350	D
2	B	51 75	69	3570 75	3570 75	7141 50		
		1 5	69	103 50		103 50	7245	F
3	C	36 225	34 5	1249 75	1249 75	2499 50		
		9	34 5	310 50		310 50	2810	H
4	D	14 5	17 25	250 12	250 13	500 25		
		3	17 25	51 75		51 75	552	J
5	E	2 76	8 62	23 79	23 79	47 58		
		4	8 62	3 42		3 42	51	L
6	F	255	4 31	1 09	1 09	2 18		
		89	4 31	3 82		3 82	6	N
7	G	03	2 15	06	06	12		
		03	2 15	06		06	18	P
8	H I J K L M N O P Q	001	1 07					
		001	1 07					
		210 842		18057 61	9856 57	27914 18	27914 18	
			Profit apportioned		9832 07			
			Undivided profit		24 50			

SUMMARY A.

to simplify the calculations, the time for instalment payments is considered as being made in the middle of the month, thus making the equated time of the payments one-half of the actual time. The arrangement in the number of shares held by the shareholders is such that the exact amounts available in each series are entirely and immediately loaned out.

Summary A shows the serial development, the investor's and borrower's accounting, the total dues and interest paid, and the amount of loans and to whom made. At the end of the eleven and one-half years the total dues paid is a capital investment of $18,057.61 and the $9,856.57, paid as interest by borrowers on their loans, is a profit to be apportioned among the shareholders.

Summary B shows the serial and individual shareholder's apportionment, the equated time of each serial investment being reduced to its value for one month, making the total equated value of the actual capital, $18,057.61, which has been paid in instalments during stated intervals of eleven and one-half years, equivalent to $1,494,244.41 invested for one month. This equated capital sum divided into the profit, $9,856.57, gives a monthly rate of .00658, which, applied to each one's share of their equated capital investment, determines their profit, as is indicated in the "Profit Apportioned" column. The total values of the shares in the various series and the outstanding balances on the borrower's loans are shown in designated columns, followed by a statement of resources and liabilities at the end of the assumed period.

The final table indicates the value of shares in the first series and shows that the instalment shares have attained their par value, conclusively proving that the assumed time for maturity was the correct one.

In order that there may be a satisfactory amount to loan at the beginning; A, an investor in 50 shares, prepays the entire amount for 138 months, making $6,900, which is loaned to B, a borrower on 34.5 shares. C, an investor at this time in six shares, completes Series No. 1.

B's and C's monthly payments—

B's	dues	$34.50
B's	interest	34.50
C's	dues	6.00
		=$75

for 138 months, equivalent to the full amount of $10,350, in 69 months (one-half of 138 months, when it is assumed that it is all paid), is loaned to D, a borrower on 51.75 shares. E at this time invests in 1.5 shares, completing Series No. 2.

D's and E's monthly payments—

D's	dues	$51.75
D's	interest	51.75
E's	dues	1.50
		=$105

for 69 months, equivalent to $7,245 in 34½ months (one-half the remaining 69 months) is loaned to F, a borrower on 36.225 shares. G at this time invests in nine shares, completing Series No. 3.

F's and G's monthly payments—

F's	dues	$36.225
F's	interest	36.225
G's	dues	9.00
		=$81.45

for 34½ months, equivalent to $2,810 in 17¼ months (one-half the remaining 34½ months), is loaned to H, a borrower on 14.5 shares, who, with I, an investor in three shares, completes Series No. 4.

H's and I's monthly payments—

H's	dues	$14.50
H's	interest	14.50
I's	dues	3.00
		=$32

for 17¼ months, equivalent to $552 in 8.62

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Series	Share holders	Total dues paid	Months averaged Time	Value reduced to one month	Monthly rate	Profit apportioned	Total value of shares at end of 138 mos.	Balance on loans outstanding	Borrowers	Value of unpledged shares	Investors
	A B C D E F G H I J K L M N O P Q	6900	138	952200	.00658	6265 47	131655 47			131655 47	A
1		4761	69	328509		2161 58	69225 58			12039 92	C
		828	69	57132		575 92	12039 92			1269 99	E
2		3570 75	34 5	123190		810 59	43813 34	5968 66	D	3345 74	G
		103 50	34 5	35270		23 49	1269 99	5853 40	F	54 68	I
3		1249 75	17 25	21558		141 85	13916 60	2545 70	H	3 51	K
		310 50	17 25	5356		35 24	3457 74	527 54	J	3 87	M
4		250 12	8 62	2156		14 18	2645 30	49 90	L	06	O
		51 75	8 62	446		2 93	5468	5 94	N		
5		13 79	4 31	102			2424 46		P		
		3 42	4 31	14 74			351				
6		1 09	2 15	2 34			110				
		3 82	2 15	8 21			387				
7		06	1 07	06			06				
		06	1 07	06			06				
8			55					18			
			55			9832 07	27889 68	14951 32		14904 24	

STATEMENT

Resources

Balance due on loans	14951	32
Less amount over paid by B.	22	58
	14928	74

To A, C, E, G, I, K, M, O 14904 24
Undivided profit 24 50
14928 74

Liabilities

Summary B.

months (one-half the remaining 17¼ months), is loaned to J, a borrower on 2.76 shares, who, with K, an investor in four shares, completes Series No. 5.

J's and K's monthly payments—

J's dues.....$2.76
J's interest..... 2.76
K's dues..... .40
} =$5.92

for 8.62 months, equivalent to $51 in 4.31 months (one-half the remaining 8.62 months), is loaned to L, a borrower on .255 share, who, with M, an investor in .89 share, forms Series No. 6.

L's and M's monthly payments—

L's dues.....$0.255
L's interest..... .255
M's dues..... .89
} =$1.40

in 4.31 months, equivalent to $6 in 2.15 months (one-half the remaining 4.31 months), etc.

The formation of the remaining series will be readily understood from the foregoing explanation of the previous ones and reference to Summary A.

LOANING AND EARNING RATES.

There is no connection, mathematically, between loaning and earning rates. The interest rate, that rate which regulates the charge for the use of money in an association, and which is more properly designated as the loaning rate, is only used as an aid in determining what instalment sum shall be paid by the borrower as interest, and that having been ascertained, it ceases to be a factor in all subsequent calculations.

When profits have, at any time, been apportioned, the method for computing the rate earned is by the use of

DAVIS'S EARNING RATE RULE.

1. Multiply the gain per share by 12.
2. Multiply the cost of the share by one-half the number of months the share has run plus ½.
3. Divide the product of the first by the product of the second and the result will be the rate earned.

This rule applies to payments (as is usually the case) made at the beginning of the month. When they are made in the middle of the month, as they are represented to have been made in the accounting under consideration, the "plus ½" portion of the rule should be omitted.

The problem then presented is, what rate has been earned on one share of a matured value of $200.65, on which $138 has been paid in as many months. The application of the rule gives this resulting equation: $200.65-138=62.65\times12\div(138\times39)=7.8+$per cent.

This calculation determines not only the earning rate, but also verifies the correctness of the assertion previously made that there is no collateral relation between loaning and earning rates, for, with a six per cent loaning rate, we have an earning rate of nearly eight per cent, which is the simple interest rate, the only one readily calculable or necessary for practical requirements, for with its aid the time for maturity may be accurately forecasted at any previous period to such maturity, when the said rate has been properly ascertained and in connection with suitable earning rate tables.

Health—Your Capital

Individual Instruction, BY MAIL, in THE "PERFECT SYSTEM" OF EXERCISE, Diet, Hygiene, etc., and Natural Treatment of Disease



SUCCESS IN BUSINESS demands Sound, Vigorous Health of Mind and Body; Strength, Energy and Endurance to meet the exacting requirements of modern business; Strong, Steady Nerves to properly control your body; a Clear, Active Brain to direct your actions. Have you got them? If not, your every interest—even life itself—is in constant danger of sacrifice, and you are but half a man.

Disease, Weakness and General Physical Deterioration are staring the average Business Man squarely in the face.

The great problem of Health and Strength has at last been solved by the

National Physical Culture Institute

Our instruction meets the crying need of today for a means of getting and keeping Health in its fullest sense. It is scientific, intelligent and natural, and will bring you Vigor and Health never before known. What we have dug out in years of actual experience and study we will apply to your case and teach you in a surprisingly short time. All we ask is

Just 15 Minutes a Day in Your Own Home. Our instruction is so plain, rational and easily followed that there is no inconvenience or loss of time. No Drugs; no Apparatus—*only Nature.*

You, who have such common diseases as **Dyspepsia, Indigestion, Constipation, Catarrh, Obesity, Emaciation, Nervousness, Loss of Vigor and Energy,** and many others, our Individual Instruction and Treatment, by Mail, will quickly cure you and set you squarely on your feet physically, with a **GOOD MUSCULAR DEVELOPMENT THROWN IN.**

You, who think you are well, need our instruction as "Health Insurance" to insure greater Health and Strength, and to prevent what is sure to follow without it—Weakness and Disease.

Nature of Instruction. We instruct you individually—according to your condition and needs—in a **PERFECT SYSTEM OF EXERCISE;** tell you just what food you should eat, and what to avoid; how to properly breathe and bathe, and prescribe such Natural Treatment of Disease as may be necessary. Understand, our instruction is strictly individual; and much time, thought and work are put upon your case. The System of Exercise is absolutely perfected—unlike the so-called "Swoboda" or other systems.

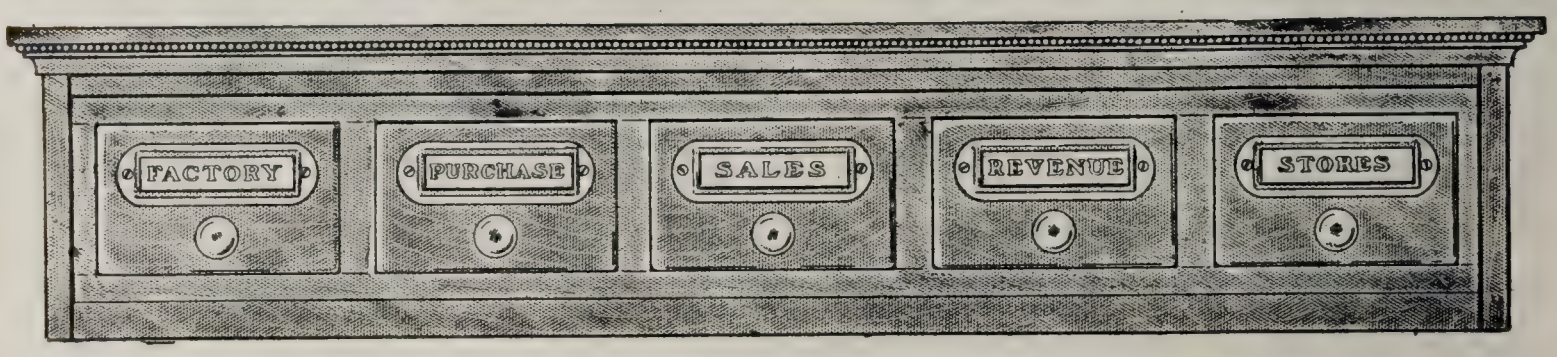
Proof Positive. Our methods have been thoroughly investigated and are indorsed by eminent physicians, high U. S. Army officers and prominent business and professional men, whom we number among our patients. *Write to-day for interesting and valuable booklet, literature and letters which are sent Free.* These will *convince* you our instruction is Just What You Need and Must Have. In writing, explain your condition and needs and we will give you our opinion of your case, without charge. Remember, just 15 minutes a day. Rates moderate—terms reasonable.

A signed guarantee insures satisfactory results or the return of your money.

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Bills Receivable as Collateral

AN Indiana correspondent asks us to explain the operations of companies that issue collateral trust notes against bills receivable. The first step in the operation is to have the bills receivable properly assigned to the company which proposes to issue collateral trust notes, and the second step is to reassign the same to a trustee. The character of collateral trust notes issued against bills receivable is similar to the form of collateral notes in common use. Following is one of the forms used by the Manufacturers' Commercial Company of New York:

"New York, ..., 190.. ....., after date for value received, Manufacturers' Commercial Company promises to pay to the order of ..... at the office of the Knickerbocker Trust Company, 66 Broadway, New York City, Five Thousand Dollars ($5,000).

"This note is one of a series of two hundred (200) notes issued, or to be issued, of like tenor and amount, all of which notes are equally and ratably secured by a deposit with and assignment to Knickerbocker Trust Company of the City of New York, under a trust agreement, as trustee for the holders of all of said notes, equally and without distinction, of an amount of certificates representing guaranteed accounts receivable against selected mercantile concerns in good standing, made payable to said trustee, equal to $6,000, in such accounts receivable for each note of $5,000 of this series, the issue of which is certified to by the said trustee, subject to all the terms and conditions of which agreement this note is issued and held. The Manufacturers' Commercial Company shall have the right to substitute new guaranteed accounts receivable in place of those paid off at maturity; and agrees to keep at all times the same proportion of accounts receivable or cash on deposit as security for these notes; and further agrees to pay to the trustee in cash or by certificates representing other like guaranteed accounts receivable not yet due the full amount of any account receivable not paid to said trustee 30 days after the due date thereof. In case of depreciation of any securities which may be at any time held by said trustee as security for this note, a payment shall forthwith be made on account or additional accounts receivable be given by the Manufacturers' Commercial Company to the trustee, so that the actual value of the collateral shall always be 20 per cent in excess of the amount of the outstanding notes of this series. In case any default shall be made in the payment of any note of this series, when due, or in performing or complying with any other agreement, or condition of any such note, or of said trust agreement, and such default shall continue for five days after the trustee shall have requested the Manufacturers' Commercial Company to pay, or to perform, or to comply with such agreement or condition, then and in every such case this note and all other notes of this series shall forthwith become due and payable, anything herein contained to the contrary notwithstanding; and the trustee is thereupon hereby invested with full right, power and authority, without further demand or



SIMPLIFIED SHAVING

Just a Gillette Safety Razor

soap and brush---and in 2 to 5 minutes the harshest beard can be smoothly shaved from the tenderest skin, with greater comfort than you have ever experienced from your pet razor or your favorite barber.

Yet the cost is less than 2 cents a week for a perfect shave every day in the year. Think of the money and time the Gillette Razor saves its ONE MILLION satisfied users!



Exact Size of the Gillette Safety Razor Ready for use

Triple Silver Plated

NO STROPPING NO HONING! ALWAYS SHARP

Gillette double-edged wafer blades are so hard and keen that each blade gives an average of more than 20 perfect shaves. When dulled, throw away as a used pen. A new blade inserted in a second. Extra blades cost 50 cents for ten.

THE FINEST RAZOR IN THE WORLD

The Gillette Razor is built like a watch, and its sturdy frame will last a lifetime. If you could visit the Gillette Factory and see the minute care with which each individual blade is tempered, ground, honed, stropped and then tested with human hair as a barber tests his blade, you would understand why the Gillette Razor is no to be compared with any other razor ever made.

PRICES: Triple silver-plated holder and 12 tested blades (24 keen edges) in a handsome leather case, $5. Standard combination set with triple silver-plated soap and brush holders, $7.50. Other sets in gold and silver. Extra blades, 10 for 50c.

Sold by Drug, Cutlery and Hardware dealers everywhere, most of whom make the 30-day free trial offer. If yours wont, write us and we will.

Write today for illustrated booklet.

Gillette Sales Company, 216 Times Bldg., New York

Gillette Playing Cards. For 25c.

silver or stamps and the name of a friend who does not use the Gillette Razor, we send to any address postpaid a full pack of 50-cent playing cards; round corner, gold edges, celluloid finish, in handsome gold embossed leatherette telescope case. Send today.

Gillette Safety Razor

NO STROPPING, NO HONING.



notice, to sell, assign and deliver the whole or any part of such securities, substitutes or additions, at any broker's board, or at public or private sale, at its option, at any time or times thereafter without advertisement or notice to the Manufacturers' Commercial Company, with the right on the part of said trustee, or the holders of said notes, to become purchasers thereof at any such sale or sales freed and discharged from any equity or redemption, or the said trustee may proceed to collect said accounts receivable and to distribute the proceeds ratably among the holders of all the notes of this series; all interest and legal or other costs, charges and expenses for collection, sale and delivery to be deducted from the proceeds, and the residue applied on the liability or indebtedness under said notes and agreement; the overplus, if any, to be paid to whosoever may be lawfully entitled to receive the same. If there be any deficiency, the undersigned shall forthwith liquidate the same. All the provisions of this instrument shall insure to the benefit of the holders or assigns thereof."—*The Bulletin of The American Institute of Bank Clerks.*

Interest on Bank Deposits

By J. L. DAVIS

In "Interest by a Wall Street Expert," July issue, your correspondent states "the rule of this method is to simply divide the number of days by six, the rate, multiply the result by the principal and point off three places from the right."

This wording is misleading in that it makes it appear you divide by six because six is the rate. That is not the reason.

In interest calculations, outside of government transactions, the commercial practice is to figure on a basis of 30 days to the month, or 360 days to the year, and the amount of the principal, multiplied by the number of days and divided by one thousand, gives the interest at 36 per cent. Consequently, after multiplying the amount by the number of days, and setting the decimal point three places to the left, you divide by six when computing at six per cent.

Here in California the method is used by most of the savings banks, many of which carry the product of the dollars multiplied by days, in a column parallel with the deposits, on the customers' ledger cards, and at the end of the term divide the total of the numbers by 9 or by 12, to get the amount of interest at four per cent or three per cent, respectively, the ruling rates on term and ordinary deposits.

I have used this plan of figuring interest for 15 years, and have heard it spoken of as the French method, so I presume the French people stumbled upon it before we did

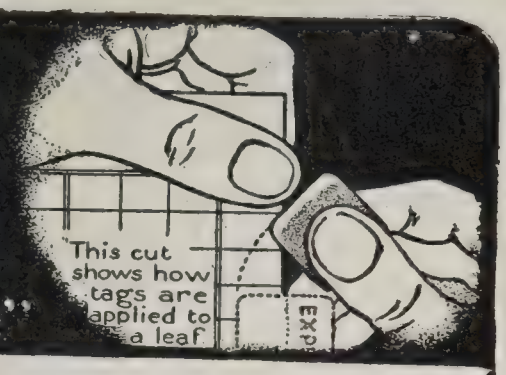
Methods of Recording Cash Sales

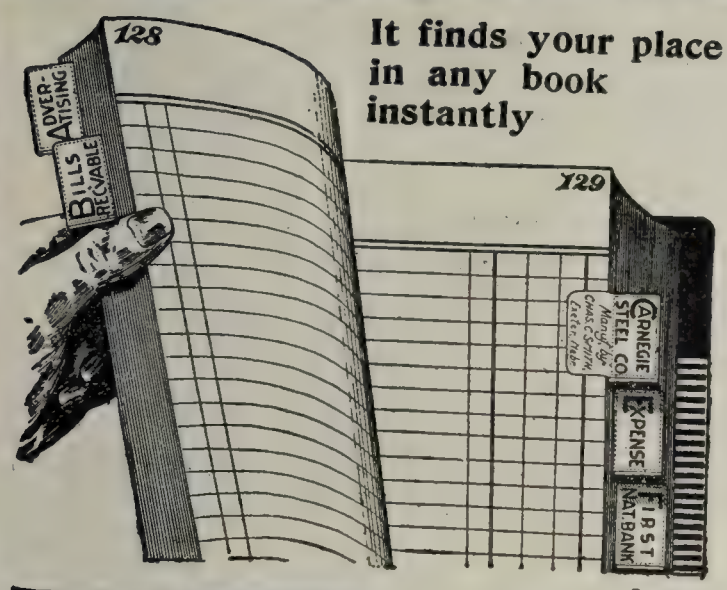
A very simple plan for a small business is to have a separate till for all cash received in respect of cash sales during the day. The cash as it comes in is put into this till or cash box, and at the end of the day is counted and the amount entered in the cash book. This method is a very crude plan, but is suitable enough when the owner of the business is always on the spot. In many cases, however, where it is desired to have a check on the cash drawer during the day, a duplicate slip book is given to each of the persons who sells the goods, and the amount of each sale is entered on these slips; one is torn out and handed to the customer, while the duplicate is kept. There is also usually provided in such duplicate slip books a sheet at the end of the book to which the various totals are carried, and this summary is added up at the end of the day, and the total of all the salesmen's books is reconciled with the cash in the till. It is also customary when a sale takes place for a salesman other than the one making the sale to initial the slip when he has satisfied himself that the amount is correct. This, to a certain extent, provides against error or fraud except where the salesmen are acting jointly in a fraudulent misappropriation of cash.

Another very usual way of keeping an account of cash sales is by means of a

Smith's Adjustable Index Tags

"Save 20% of a bookkeeper's time"



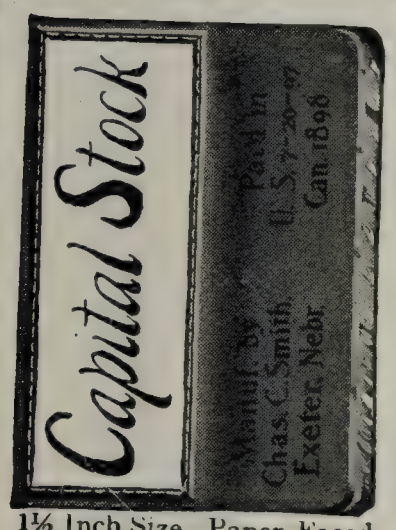


It finds your place in any book instantly

Description Steel clips, enclosed in leather tabs, on which any inscription may be written or printed. They can be instantly slipped on a leaf, or card, and hold with a vise-like grip, but do not tear or mark the leaf. They can be quickly removed to another page or to a different book if you wish.

Tags that you can write on

are made in six sizes, to fit books of any size, and allow for inscriptions of any length.



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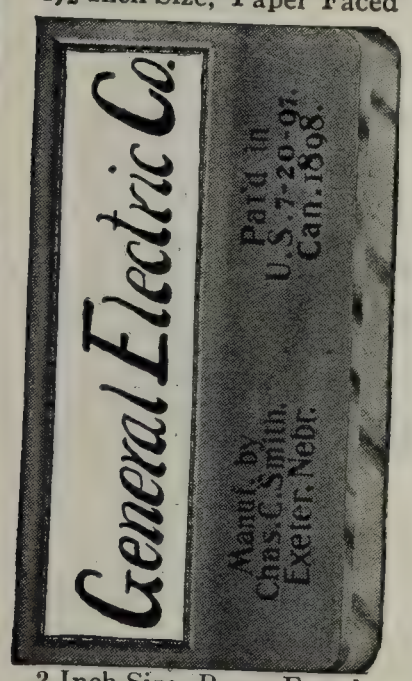
Plain Leather Tags are light tan in color and present a good surface to write on with ink.

Paper Faced Tags have over the leather a facing of Buff Scotch Linen Ledger Paper, which gives the most desirable surface known for writing with pen or pencil. It is very durable and will stand several erasures and re-writings. When the paper faces are entirely worn new papers can be obtained. Although we carry in stock over 1,000 kinds of printed tags, the sales of the paper faced tags are more than all the others combined.

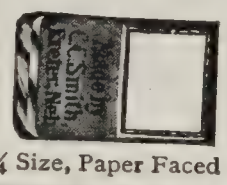
The Printed Tags include alphabets, months, numbers, accounts, cities and states. We print to order, promptly, and at moderate cost, tags with special inscriptions.

We Guarantee every tag to be perfect in material and construction, and to pay for itself in the time saved by its use.

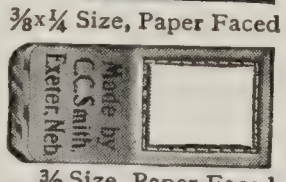
We prepay transportation, and will send tags to any responsible person or firm on trial, to be returned if not found profitable.



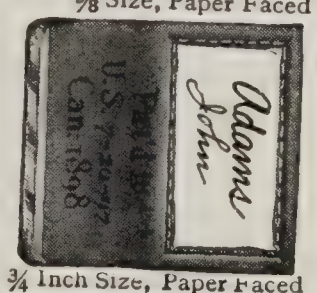
2 Inch Size, Paper Faced



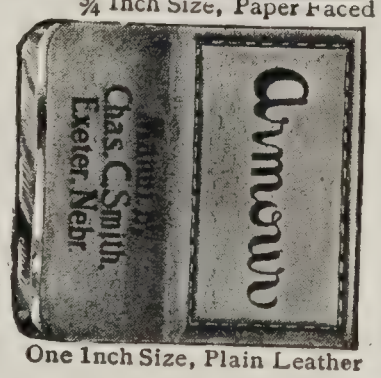
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We have never found an office so large and but few so small but that at least a few of our tags could be profitably used. Fill out the coupon, mail it with your letter-head and receive our catalogue and price list showing how YOU can save time and labor. Sample tag for 5 cents.

Dept. "A" CHAS. C. SMITH, Mfr.

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DEPT. A, CHAS. C. SMITH, Exeter, Nebraska

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NAME .....

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BUSINESS .....

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mechanical cash register. The customer gets a ticket showing the amount of the sale, and the register while making out this ticket also records on the sheet provided the amount of the sale. This sheet which is in the machine is added up at the end of the day, and the cash in the till should agree with the amount recorded on the sheet.

Modern devices of this kind are now so arranged as to show the sales of each department, or each salesman separately, so that a recapitulation may be made with facility.—*Exchange.*

What Do the Banks Say to This Suggestion?

By J. H. SMITH

Under the heading Typewritten Checks you ask "What's the answer?"

A plan to protect the drawer of a check has several times occurred to me, and typewriting them seems to solve the problem. In having checks printed have a triplicate form made, either one sheet folded twice, or three sheets placed in the machine at one time, and when issuing them a sheet of several checks could be written at one time. The original, of course, going to the payee, the duplicate to the bank on which the check is drawn, and the triplicate being filed. This will do away with the check book and stub, and the bank will know what the original amount was, should the check be raised, when presented for payment. Whether or not this would do away with check raising is a question, but it seems to me that it would relieve the drawer of payment in case a check was raised.

An Up-to-date Form of Stock Ledger

By A. U. FUCHS

Explanation of Use

The first column gives the date of each transfer, whether stock transferred is bought or sold.

The second column gives the number of each transfer, as shown by the transfer book.

The third column gives the number of the old certificate received, when stock is purchased.

The fourth column gives the name of the party from whom stock is purchased, or to whom sold.

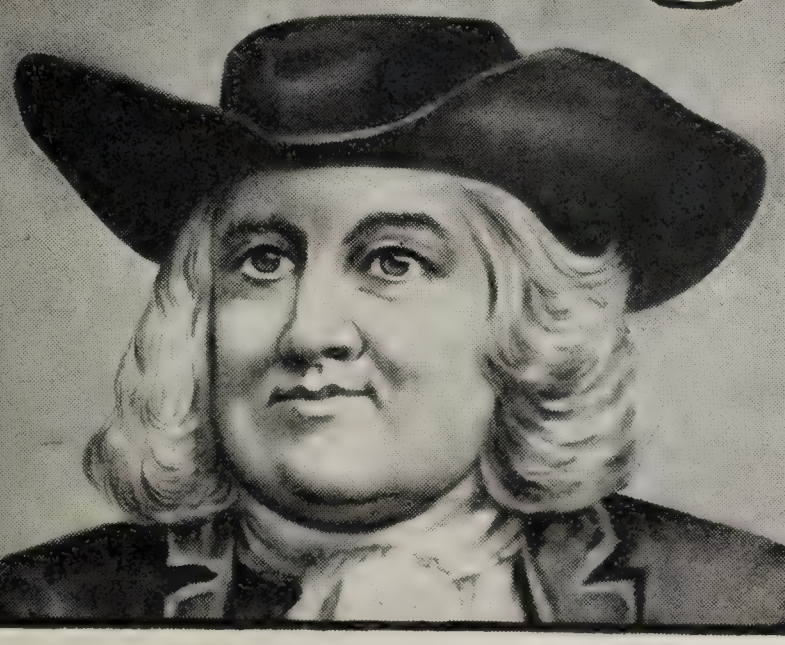
The fifth column gives the number of the new certificate issued to the party whose name stands at the head of the account. When the certificate is subsequently sold and transferred to another party, a red line is ruled through the number, and date en-

STOCK LEDGER

Name and Address of Subscriber

1	2	3	4	5	6	7	8	9	10
Date of Transfer	No. of Transfer	No. of old Certificate received	From whom, or to whom Transferred	No. of new Certificate issued	Date of Surrender of Certificate issued	Debit	Credit	Credit Balance	Remarks

Quaker Oats



When you eat rolled oats, be sure it is Quaker Oats. There is a delicacy of flavor—a delicious goodness—about Quaker Oats that you do not find in any other kind. The reason is simple.

Quaker Oats

is made by a process that has taken years to perfect. It is the quality of the white oats used and the completeness of the process of manufacture, that gives this distinctly different flavor to Quaker Oats. The surest proof of the superior goodness of Quaker Oats is for you to order a package today and try it yourself. The proof is in the eating.

At grocers everywhere. Large package 10c.

Made by The Quaker Oats Company,
Chicago, U. S. A.



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tered on same line in next column, i. e., the sixth.

In the seventh column the account is debited with the number of shares sold and transferred to other parties.

In the eighth column the account is credited with the number of shares received in transfer.

The ninth column shows from day to day the balance.

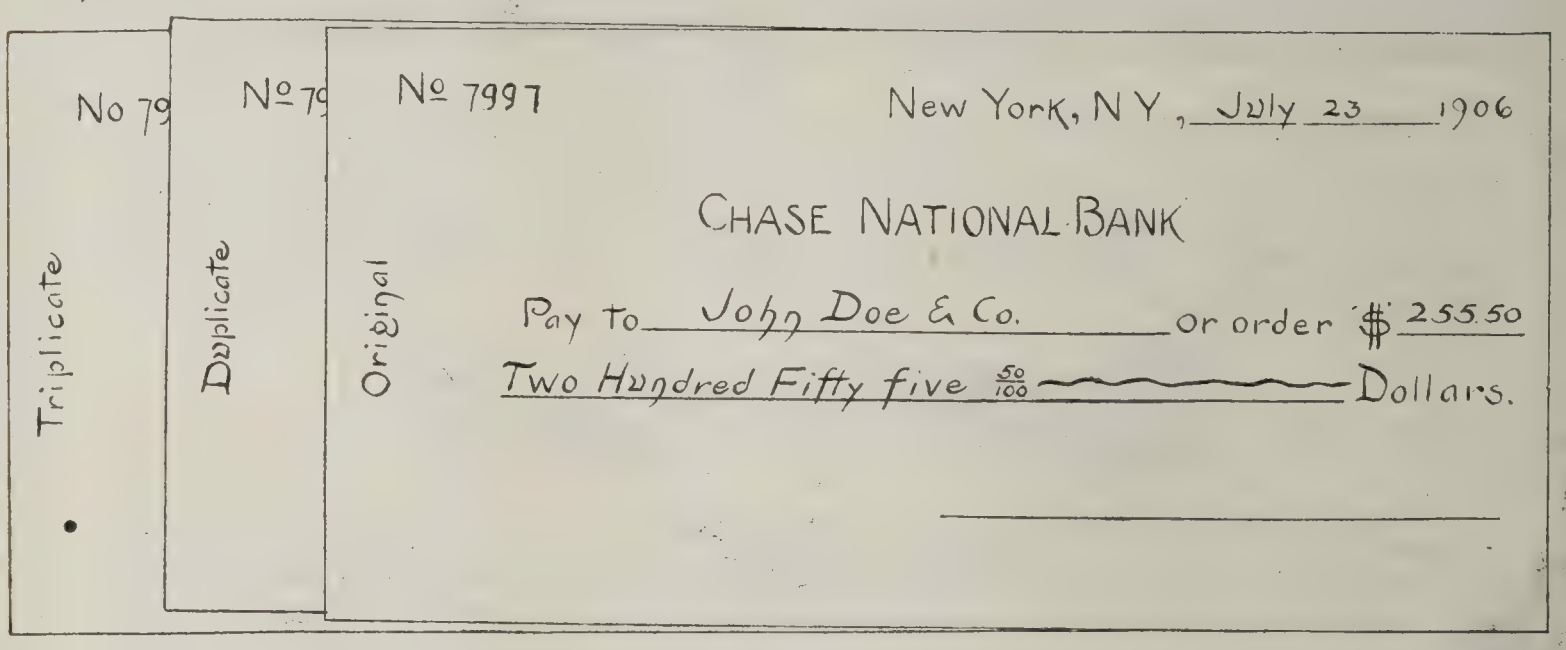
The tenth column is for any remarks regarding the stock, or subscriber.

Vouchers

By EVERETT B. VARIAN

Here is the best form of voucher that I have ever found, being a combination of several common forms.

All of the matter bearing on the settlement, from the requisition to the approved invoice, is attached to the upper part of the form and remains in the office, and when the voucher comes back through the bank it is placed on the same file, and the record is complete.



Cost of Keeping Horses

By DR. ROBERT GRIMSHAW

In order to keep a sharp lookout over the items of fodder, etc., so that they may not get too high or too low a blank is filled out, such as is shown. Any difference in any item is promptly detected, and the reason may be at once sought.

KEEP OF HORSES

Month	No. Horses	No. Days	Oats		Fodder		Driver		Repairs		Miscell.		Total		Prices		
			Lbs.	Lbs. per Day	Cost	Lbs. per Day	Cost	Lbs. per Day	Cost	Lbs. per Day	Cost	Lbs. per Day	Cost	Lbs. per Day	Oats	Straw	Hay
January																	
February																	
March																	
April																	
May																	
June																	
July																	
August																	
September																	
October																	
November																	
December																	

DOLLARS

Make Money in Real Estate

¶ We want you to write to us to-day for our new free book which tells all about the science of real estate investment. It tells—

How to invest small sums in real estate.

How to choose real estate judiciously.

What class of properties grows in value most rapidly.

How long to hold a property.

When and where to buy.

The cause of growth in population, etc.

¶ This book is not an advertisement of any particular investment, but is the condensed expert testimony of some of the best known real estate men in the country. This book will interest everyone who has $5.00 or more to invest and wants to invest it where it will be safe and where it will earn more than an ordinary 3 or 4 per cent. interest.

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IN

DIRT



Fitting the College Man for Business.

REFERRING to some recent comment of ours on the subject of the advantage of academic and college training to those who enter the commercial field, the new course in Industrial Chemistry announced by The New York University School of Commerce, Accounts and Finance appears to be based on the expression of very much the same idea as that indicated in our editorial, viz., that the regular college courses in industrial chemistry do not teach anything of practical use to the student of business life.

In discussing the subject, the *Scientific American* states that the need of such a course as that offered by The School of Commerce, Accounts and Finance is obvious to anyone who has ever been connected with any manufacturing establishment, and quotes Prof. Rosanoff, the instructor appointed for the course, as follows:

"It seems to me that we ought to discriminate between a knowledge of the essentials of a subject and an exhaustive knowledge of both fundamental principles and details. Just this lack of discrimination makes the education of many men one-sided. Being afraid to ignore anything, they start out to acquire a general education, with the apparent intention of learning everything about everything. The result is that they generally miss just the information and training that would do them most good. In the course of industrial chemistry planned for The School of Commerce an earnest attempt will be made to guide the students in learning essential facts which a thoroughgoing business man ought to know, and in avoiding the pitfalls of fruitless, desultory study. We are not expecting to develop scientists or practical chemists, but we do expect to give useful and needed help to many a young man who is ambitious to increase his technical or commercial efficiency."

Home Study and The Book-Keeper.

In this interesting little magazine for October the subject of costs is again taken up, with particular reference to the principles on which over-head expense or burden should be distributed.

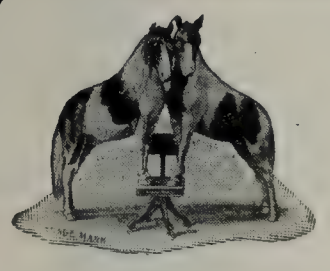
In this number we also commence the publication of special charts of classification, arranged with a view to eliminating the trial balance in different kinds of businesses.

The Forum contains a number of valuable illustrated articles by prominent contributors from the ranks of The International Accountants' Society, Inc. No such value was ever offered in the shape of a technical magazine for a subscription price of 10 cents per year, and that offer will not be continued very much longer.

Irregularly Earned Profits.

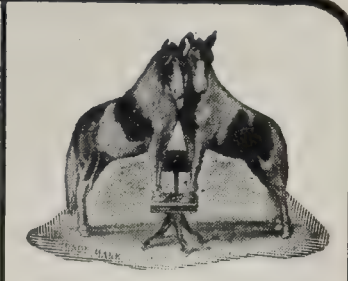
In Great Britain the laws governing limited liability corporations are much more arbitrary and much more strictly enforced than those of the United States. Every possible contingency is apparently provided for, and it is therefore not surprising to find that if in the former country a corporation happens to make a profit between the date of incorporation and the date it is entitled to commence business, or between the date it actually commences business and the date of incorporation, such profits must not be distributed among the stockholders but must be capitalized.

We fail to see the advantage or justice of any such rule, as in the great majority of cases where such conditions might occur,



SEE THE PONIES?

THIS TRADE MARK IS FOUND ON EVERY



McLOUD

Adjustable Back Chair

We are proud of the PONIES; we are proud of the CHAIR—they represent STRENGTH and COMFORT—A CHAIR FOR EVERY BACK.

LOOK AT THE ADJUSTABLE BACK





THIS IS ONE OF THE POPULAR STYLES

No. 325

OUR CHAIRS ARE PROPERLY NAMED

THE "BACK... RESTERS"

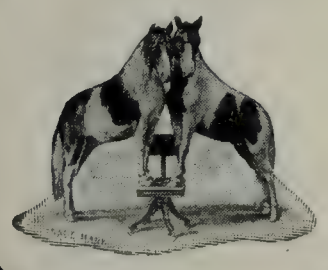
¶ It fits where you want it to fit. It follows your every movement, giving a maximum of comfort.

¶ No backaches; no tired feeling to the persons that uses any one of our forty varieties of chairs.

¶ The comfort of the chairs is their strong point—they rest the back—they are especially desirable for the office man, the stenographer, or anyone whose duties require them to sit at their work throughout the day.

¶ We deliver free and guarantee satisfaction, or you are welcome to return them at our expense.

¶ Our catalog is free for the asking, it describes forty different kinds of chairs, all of them *better*.



THE DAVIS CHAIR CO.
MARYSVILLE, OHIO, U. S. A.



the parties who made the profit would be the stockholders who should be entitled to receive them, as in the case of parties purchasing a business right out, taking immediate possession, and carrying it on as a going enterprise while taking the necessary proceedings to incorporate.

Legal supervision of so minute a character seems to us to be more vexatious than wise, and it is to be hoped that the business men of this country may always be spared from any such restrictions.

What's to Hinder Them?

The *Michigan Tradesman* calls attention to a situation which now exists in connection with the railroad service given a suburban town near Grand Rapids. This suburban station is called Mill Creek.

Thirty years ago this was established as a railroad station. A few years later, by the completing of a branch of the G. R. & I. R. R. from Grand Rapids to Muskegon, and by the completing of the G. T. branch of the P. M. R. R., a railway junction was established. For a good many years the trains from these roads stopped at the junction. This condition seemed to prevail until the West Michigan Fair located close to that spot. This brought the street railway out from Grand Rapids and incidentally, it brought a number of stores, factories, residences and so on, making a thriving little village of the junction.

It didn't take the traveling public long to find out that they could save both time and money by buying their tickets from the north and west to Mill Creek and then going into town on the street cars. This again helped the village of Mill Creek; seemingly, the railroads did not like it, so the G. R. & I. and P. M. cut out Mill Creek as a stopping point—practically wiping Mill Creek off the map.

Protests were made, of course, and as a result a committee from the Board of Trade met the Michigan Railroad Committee in conference and the G. R. & I. promised to be good and put the village back on the map. They played even, however, by moving their station one-half mile up the track so as to give their patrons a good long walk for their money if they patronized the street cars. The P. M. re-established train service, but soon got tired, and since then they have had no service at that point.

Now this is pretty tough on Mill Creek, and incidentally on a whole lot of citizens who wanted to use that point for boarding the trains. We offer our hearty sympathies to them; but our purpose in calling attention to this case is to ask what there is to prevent a combination of the railroads from wiping any city off the map if they chose. Given similar circumstances, and a similar freedom from contradiction by the authorities there would seem to be nothing to prevent the railroad companies from refusing to run trains into any town or city. It looks as though they might even run their trains right through a town without there being a chance of compelling them to do otherwise. Isn't it about time that a definite enough control of the situation be given the authorities to prevent a repetition of such a circumstance as this, somewhere else?

The Retail Dealer and the Parcels Post.

Where does the retail merchant stand in relation to the demand for the percels post and in relation to the opposition which is made to the idea? There has been a vast deal of talk about the matter but the major portion of the talk has come from those who may have an "axe to grind." We would like to have an expression of opinion from the man most interested—the retailer himself. To every merchant who will write to the Editor of THE BUSINESS MAN'S MAGAZINE expressing his views we will send an interesting booklet with our compliments. We want to know where the retailer really stands—what he really thinks of the proposition, whether he thinks it will be a good thing for him and his community or not. These opinions are not for publication, but for the purpose of telling us whether all the talk has been in accord with his views or not. Write to the Editor and say where you stand on this question. Steps are sure to be taken this winter. What do you want them to be—for or against?

Some Unique Inquiries.

Among the peculiarities noted in connection with our inquiry department may be mentioned the case of an unfortunate milk dealer, who appeals for a system of records which will overcome the following difficulty:

Our subscriber says: "I find where so many fail in this business is in collecting



The Best MAN of them ALL

WE have first-class men in our office, but the BURROUGHS is easily the BEST man of them all.

HAGEN RATCLIFF & COMPANY,
Wholesale Grocers, Huntington, W. Va.

¶ Almost any clerk who has used a BURROUGHS will cheerfully make this same admission.

¶ After getting used to it he can contemplate Trial Balance Time with indifference. He can Prove his Postings, his Cash book, his Sales book, his deposits and do it all in one-sixth the time he takes by the hand-and-mind way. Over 30,000 concerns, big and little--and it would surprise you to know how little--use more than

40,000 (Oct. 5-06) BURROUGHS ADDING and LISTING MACHINES
7,804 WERE SOLD DURING 1905
7,651 SOLD SINCE JANUARY 1, 1906

¶ Thus the BURROUGHS is convincing more and more concerns that it is a commercial necessity and not a luxury; also--

¶ That its value lies not in what is paid for it, but the saving it makes in any office where clerk hire and figures are sources of expense. In any such office--no matter how well equipped--the accuracy, the quickness, the sleepless readiness to work, makes "the BURROUGHS the best man of them all." Let us show *you* how we can save you dollars and cents. It costs a penny to get our System Short Cuts.

BURROUGHS ADDING MACHINE COMPANY
82 Amsterdam Avenue
Detroit, Michigan, U. S. A.

Please mention The Business Man's Magazine when writing to advertisers.

the tickets when delivering milk. They get to talking with the customer and forget to collect tickets, and the next day the customer will look the milk dealer in the eye and declare she gave him a ticket."

Nothing pleases us so much as to be of assistance to our subscribers, but how can we suggest something that will remedy the foolishness of milk dealers who talk too much on the one hand, and furnish the customer with honesty on the other?

A young lady from Massachusetts desires suggestions as to keeping a set of books. She has just taken them over from a predecessor who was none too careful.

She proceeds: "The ledger is a loose leaf device, the cash book is a journal-like affair, which I have to rule, and the trial balance is another journal-like book which requires no extra ruling, and it's an extremely easy matter to fix the cash book and ledger to secure a trial balance, if the difference is not very large."

Note the significant words "if the difference is not very large."

Mathematical Machines.

The short-comings and general lack of business sense displayed by some book-keepers, who strongly complain about the low salaries they receive, could not be better illustrated than by the following inquiry received from a subscriber who finds it necessary to employ several book-keepers in his business:

"Kindly inform me to what extent an all-around book-keeper is supposed to interest himself in the cutting down of general expenses, allowances, etc., etc., in the conduct of business. I find many book-keepers who take little or no interest in this feature of their work, seeming to think that their entire duty is covered by seeing that bills, items and expense, etc., etc., as rendered, are mathematically correct. If the latter view is correct, then the average book-keeper is little more than a mathematical machine, who is ever ready to become inflated over the discovery of a mathematical error, for which he seems to think some "special" recognition is due him. As an employer, am I entitled to more than this? I am inclined to think I am."

The book-keeper should naturally be the conservator of his employer's interests generally, and those who do not appreciate this must not be surprised if they fail to obtain that pleasant recognition of service which leads to more confidence and better remuneration.

Bank Examiners and Their Examinations.

The feeling of indignation in regard to bank examinations which are utterly inefficient is rapidly spreading and *The American Banker,* in calling attention to the fact that there are only 85 national bank examiners to examine 6,000 banks in the United States, says:

"Under the present system a bank examination cannot detect any trouble unless it be so very flagrant that a child could see it with his eyes shut."

There is every reason why the examination of private banks should be more thorough than that of national and state banks, because the proprietors are more apt to consider themselves sole owners of the funds deposited in their care. An interesting instance of this kind is quoted where, after a recent bank failure, it was found that each of the two partners carried what they called a "counter-book." When a partner was in need of funds, he took them out of the depositors' cash, solemnly entered the amount in his counter-book, and at certain intervals footed up his withdrawals and gave his note to the bank for the amount.

A Literary Treat.

The world is promised a treat. Our own "Mark Twain" is writing his memoirs. This will be a work worth reading, but few of us can hope to possess it for our very own for he says of it: "I told Howells that this autobiography of mine would live a couple of thousand years without any effort, and would then take a fresh start and live the rest of the time. ********* but that if I should live long enough the set of volumes could not be contained merely in a city, it would require a state, and that there would not be any time during its existence when there would be a multi-millionaire alive who would be able to buy a full set except on the instalment plan." This would be a sad outlook for us if Carnegie libraries were not abroad in the land.

Adjustable Table Company Makers of "Satellite" Stands "The only way" for Adding Machines & Typewriters.

Grand Rapids, Michigan,

Nov. 1st., 1906.

DO YOU KNOW



That to Adding Machine, Typewriter Bill of Lading Machine, Phonograph Dun or Bradstreet Book, Autographic Register, Telephone, Card Cabinet users, there isn't anything in the world, that will give you as much real benefit and convenience as these Stands of ours.

Results count - don't they? Look at the letter from the First National Bank, of Hanover, Pa - looks as though we dictated that letter ourselves - does'nt it?

Tell us what appliances you use, and we will send illustrations to suit your needs - we can satisfy YOU as completely as we have these users.

Our files are full of endorsements like these. Let us talk it over with you - you will be just as well pleased as they are.

Yours very truly,

ADJUSTABLE TABLE COMPANY.

P.S. You can get the Adding Machine Stands from the Adding Machine Agents and Salesmen.

FIRST NATIONAL BANK, Hanover, Pa.
Enclosed find draft on the National Bank of Commerce New York, for ($15.00) amount of bill for adding machine stand, and would say in remitting that when your representative was here we had not the inclination to even have the stand put on trial, as we had a stand that we thought answered the purpose fully, but after trying yours we were not long in deciding to keep it, as it is so easily moved around from one desk to the other, while before it was our custom to move the books to the adding machine.
(Signed) H. E. Hoke, Cashier

THE BUCKEYE STATE BUILDING & LOAN CO
Columbus, O
We are pleased with your No. 3-B-C Adding Machine Stand, shipped us on approval by your company, and after using it for a few days find it so superior in every way to the one we formerly used that we have decided to buy it. We hand you our check No. 16925 for $15.41 in payment of same. Please acknowledge receipt.
The Buckeye State Building & Loan Co
(Signed) B. C. Blachley, Secy

THE CENTRAL SAVINGS AND TRUST CO.
Arkon, Ohio.
We find it very convenient and a big improvement over any other stand.
Jos. S. Renner Secretary

COUNTY TREASURER
Bellefontaine, Ohio.
The stand came Friday the 23rd. Find it a great improvement over the old one. Issac C. Miller, Treas. Logan Co.

THE NATIONAL BANK OF WESTFIELD, Westfield, New York.
We are very much pleased with the Stand and believe we will be able to make our adding machine more useful on account of having it.
Yours very truly, (Signed) G. S. Flagler, Cashier.

THE TOLEDO GRAIN AND MILLING CO. Toledo, Ohio.
The Stand for the Adding Machine has been received and we think it is a great improvement over the Stand we had, and enclose you our check for $15.00 in payment of same, all of which we hope will be satisfactory
The Toledo Grain and Milling Co.

ALLEGHANY NATIONAL BANK, Pittsburgh, Pa.
We are in receipt of your Adding Machine Stand which proves very satisfactory. Kindly send us one more of the same kind (1 No. -3-B-C) and send us bill for both.
W. Montgomery, Cashier.

FIRST NATIONAL BANK OF THE THOUSAND ISLANDS, Alexandria Bay, New York.
Enclosed find our draft on New York for one Adding Machine Stand. We hardly think thirty days trial necessary to prove it all you recommended. Please receipt enclosed bill and return.
F. F. Cornwall, Asst. Cashier

THE EQUITABLE BUILDING CO., Zanesville, Ohio
We are well pleased with the Stand. We enclose our check for $15.00 in payment for the same.
The Equitable Building Co., Zanesville, O. (Signed) H. E. Buker, Secy.

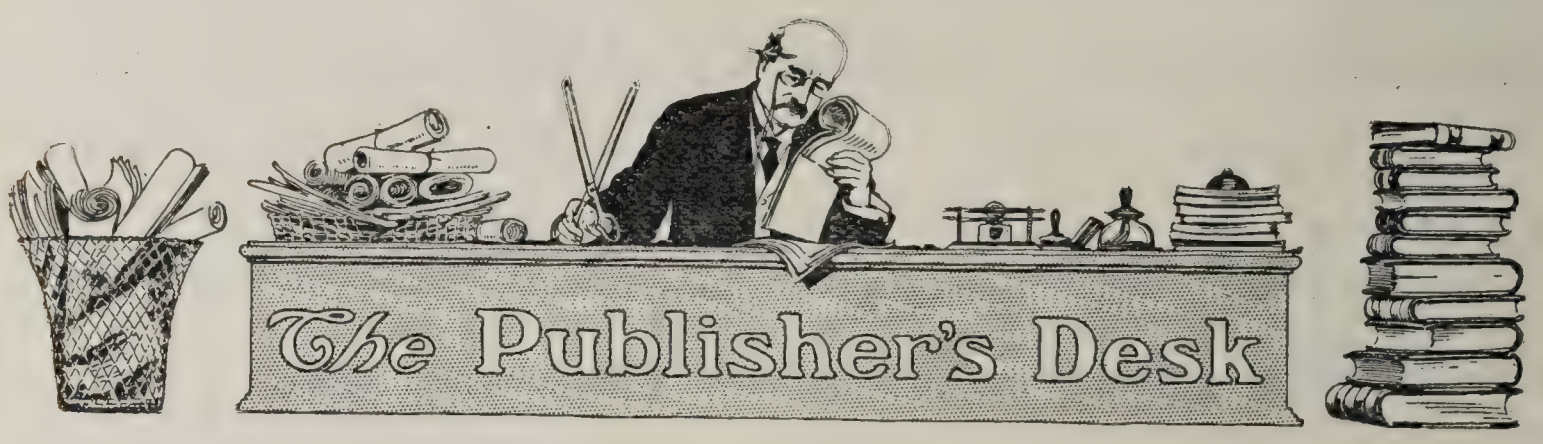
AUDITOR AUGLAIZE COUNTY Wapakoneta, O.
Received your Stand all O. K and is very satisfactory. Enclosed find draft for $15.40 in payment of same. W. H. Meyer, County Auditor.

THE GEO. RENNER BREWING CO., Arkon, Ohio.
We are very much pleased with the Adding Machine Stand. You can draw on us for the amount when due. The Geo. Renner Brewing Co.

COUNTY AUDITOR, Yankton, S. D.
I enclose you draft for $15.00 in full settlement of your claim against Yankton County for one adding machine stand. The stand meets with our hearty approval.
(Signed) Ralph Case, County Auditor.

COUNTY AUDITOR'S OFFICE, Washington, C. H. Ohio.
Adding Machine Stand came all O. K. "Its the best out." Enclosed warrant for same (Signed) A. D. Chaffin, Co. Aud.

Please mention The Business Man's Magazine when writing to advertisers.



The Business Man's Magazine

ONE DOLLAR PER YEAR IN ADVANCE.

An illustrated magazine devoted to business systems, including book-keeping, accounting, auditing, stenography, salesmanship, advertising, manufacturing, credits, collections, short cuts, etc., etc.

Published monthly by

THE BOOK-KEEPER PUBLISHING CO., LTD.

E. H. BEACH, Editor.

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CINCINNATI, OHIO, 818 Union Trust Bldg.
ST. LOUIS, MO., Missouri Trust Building.
MONTREAL, P. Q., 74 East Notre-Dame Street.
LONDON, ENGLAND, 231-232 Strand.

VOL. XIX NOVEMBER, 1906 NO. V

The Home Study Magazine.

WE have not said a great deal about HOME STUDY as yet—we have been too busy getting it where we wanted it to talk about it—but you should send in your dime for a year's subscription and see for yourself how much you can get for ten cents a year. It is better worth a dollar than most of the business magazines offered you, even if ten cents a year is all we ask for it. There was not room enough in THE BUSINESS MAN'S MAGAZINE for all the educational matter we had to offer the business public so we launched this "overflow" magazine last January. Without its being advertised over 25,000 readers are already on its lists. Send in a dime and try it for yourself. It is a complete course of business education at home.

A Bid for Married Men.

It is stated that Swift & Co. are offering wedding presents to those in their employ who will marry; the presents being gifts of cash ranging from $50 to $200. They claim this is good business because a married man is more reliable and is willing to work harder than a single man and that he can be trusted to a greater extent in financial matters.

It is stated that they prefer men with large families because the larger the families the more faithful the service. This is probably true, for a man with a big family does not dare to stop work to look for another job; he cannot afford it.

Package Goods in the Retail Store.

The retail merchant who pushes the sale of package goods is deliberately hurting his own business. There are but three things which can be used as inducements to make steady customers of the chance buyers. These are good goods, good service and good prices. When you sell package goods you cannot claim to give better goods than any other merchant who sells the same brand. Neither can you give better prices, for, as a rule, the price per package is fixed. This leaves only the chance of giving better service where you ought to have all three to offer. It is a little easier for your clerk to hand out a package of coffee than to do up a package from your stock, but the goods, if satisfactory, can be had just as easily elsewhere next time and there is no reason why the buyer should come back to you for the next lot. If you must have package goods have them put up under your own name so that a satisfied customer will have to come back to you for more. Every time you sell a manufacturer's package you advertise the manufacturer and not yourself—a thing which you cannot afford to do. Package goods are notoriously less in quantity or poorer in quality than you can supply for

Not the Price But Something Better in Metal Sectional Steel Filing Cabinets

OUR ONE IDEA in bringing out a New Line of Filing Cabinets at this time was to build for **Quality** in every particular—to meet the demand for "Something Better."

To-day, Metal Steel Filing Cabinets are what we started out to make them—absolutely the best. The price is very reasonable, as you will find upon inquiry and comparison.

And no expense has been spared in experiments, preparation of special tools, selection of suitable material, and in securing the most skilled workmen.



"Not a sliver of wood anywhere."

How We Build Them

Built of Steel. Steel frames, steel backs, steel tops, steel side panels, drawers and drawer fronts—steel throughout and not a sliver of wood anywhere. They cannot burn, and they are built with rigid, independent steel frames to give the greatest solidity. Nor will they shrink or swell from heat, cold or damp. They are perfectly rigid.

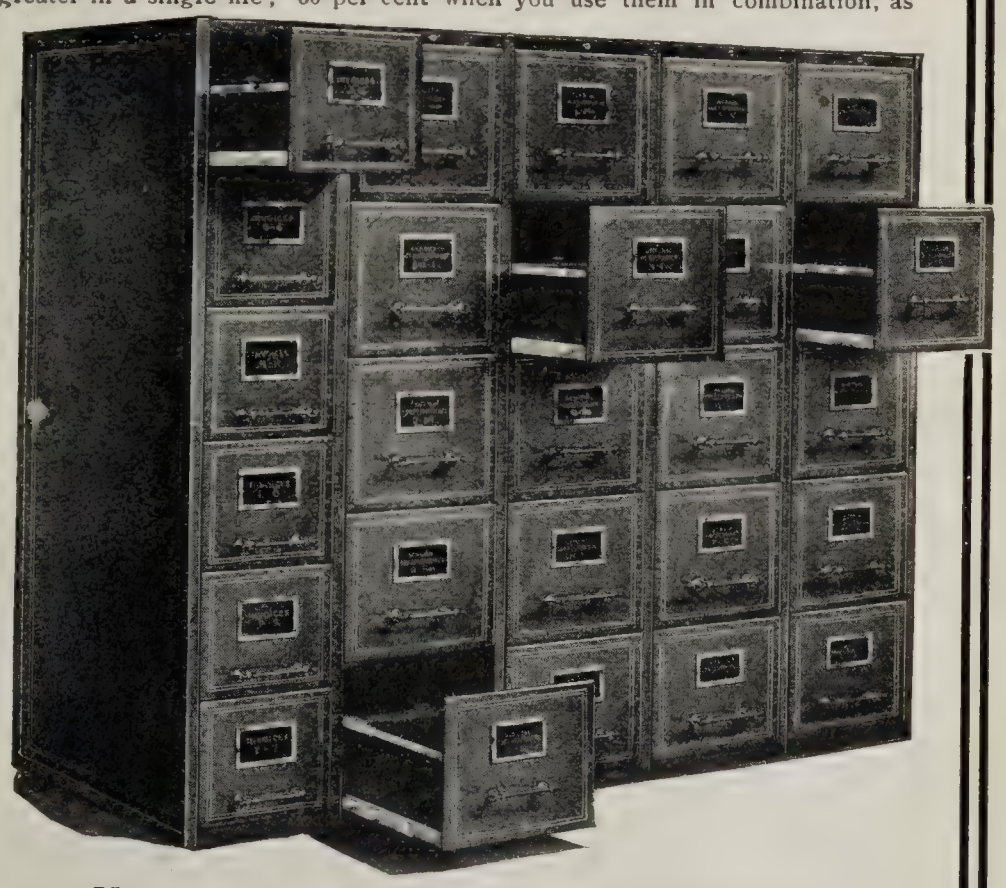
Absolute Security. Besides being stronger than any other filing cabinets, the security of the contents is made complete by every cabinet being equipped with our special improved lock which fastens every drawer with one turn of the key.

Unequaled Capacity. From 25 to 50 per cent greater capacity than wooden; files 25 per cent greater in a single file; 50 per cent when you use them in combination, as our exclusive extra drawer and removable side panels are important factors in increasing capacity for a given floor space. And each drawer is larger.

Expansion is provided for at a minimum cost and saves floor space because the metal sectional idea includes *removable* side panels and interlocking frames. There are no fillers or extra panels to pay for or take room when your needs require additional sections.

Easy of Operation. The steel drawers run on roller bearings. No exasperating sticking, like wooden cabinets. No binding. The "quick action" followers allow instant adjustment at any point.

Handsome Finish. In olive green enamel, striped with the finest French gold. Solid brass drawer handles and label holders, both large. No "dipped" work, but coat after coat of the finest *enamels brushed* in, *baked* at high temperature and *rubbed down by hand.*



"Unequaled capacity, minimum floor space."

Our Offer is to show you the cabinets and prove to you that they are the most desirable, the most economical in practical ways, and the best made. We will go anywhere to do this and satisfy you by any reasonable demonstration or trial.

We Invite Inquiries and to our customers we gladly offer the benefit of our experience of years, which is not for sale, in the planning and preparation of filing systems. Inquiry is solicited and will receive prompt attention. SEND FOR BOOKLET.

Sales Department

The Metal Sectional Furniture Company

Department I, Benton Harbor, Michigan

the same price from open stock. If you will teach your customers this fact and "deliver the goods" you will have a better chance of holding a steady trade.

The Expiration of Your Subscription.

Is your subscription about ready to expire? Renew it at once and the acknowledgment which will be sent you from this office will surprise you. We are not going to tell you here what form this acknowledgment will take, but this we will say—you will be as pleased as you are surprised. Send in your name for another year and be sure to mention this notice.

The English Edition.

Our English Edition (published in London, England) is meeting with great success. It has already attained to a circulation of over 20,000 copies monthly and is meeting with words of praise on all sides. The London office is located at 231 and 232 Strand, where our London readers are invited to call.

Our Most Successful Book.

"Tabloid Systems" is unquestionably the most successful book we have ever published. Over 30,000 copies have been placed in the hands of our readers and they unite in saying that the book is full of solid meat. If your subscription to THE BUSINESS MAN'S MAGAZINE is about to expire you may have a copy (208 pages, substantially bound) without cost if you will mention this notice when sending in your order.

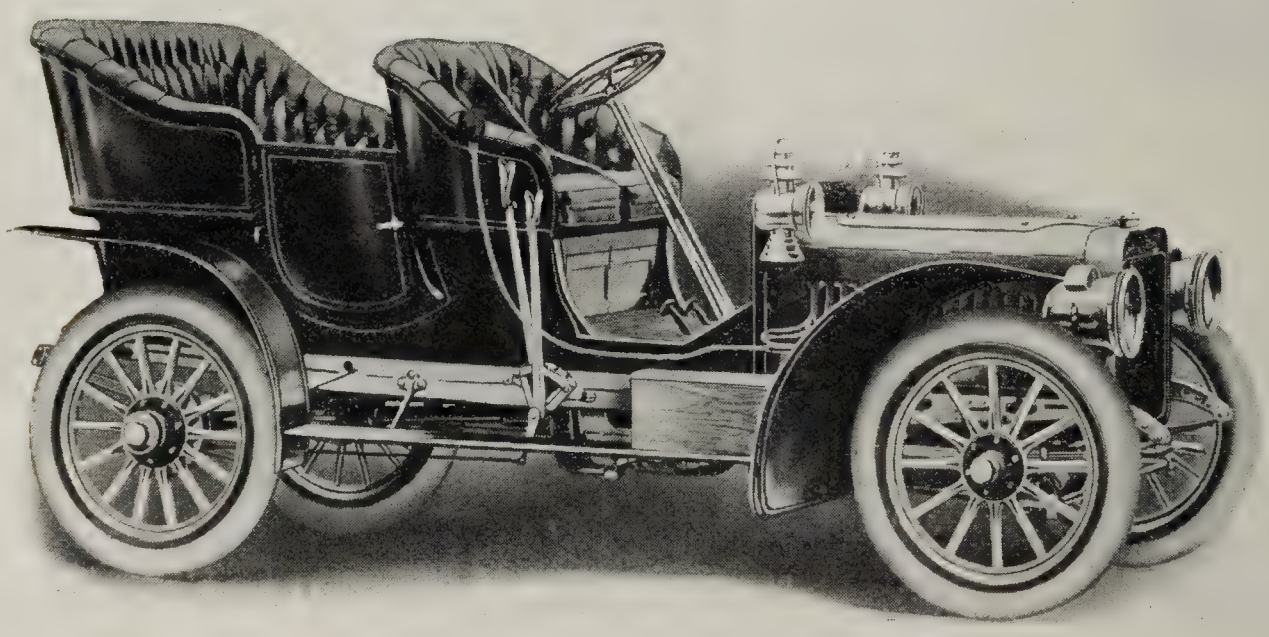
A Cover for Your Magazine.

We have had made for us by The Flexible Back Ledger Co. a cover for THE BUSINESS MAN'S MAGAZINE which is just about the prettiest and neatest thing you ever saw. This cover is finished in red Russia grain and is practically indestructible. It will keep your current issue clean and whole no matter how much it is handled, and leave it in shape to be bound later on. It will hold any magazine of standard size and the cover may be put on or taken off with a touch. The price is $1.10 each.

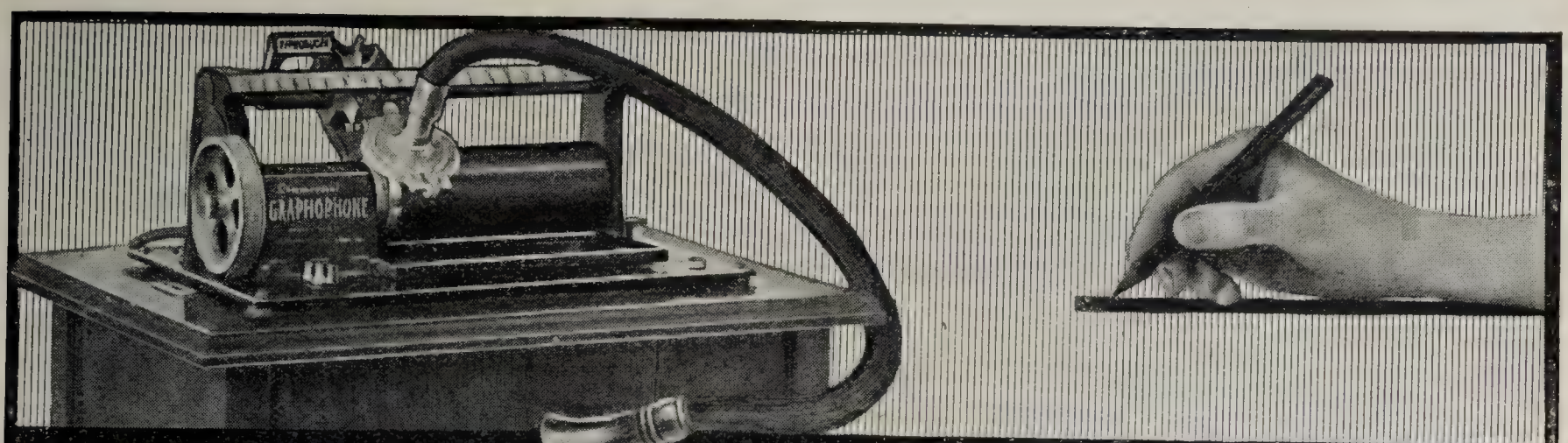
Some Oil.

We have received a curt note from the National Refining Co. (successors to the Indiana Oil Tank Line), of Indianapolis, discontinuing their subscription. We wonder why. Can it be possible that this is another branch of that concern which hates to hear the truth—the Standard———— but no! It cannot be.

A $2,000 Automobile Free



One of our subscribers is going to get a present—a $2,000 automobile, completely equipped. We want our subscribers to help us to get trial subscriptions, three months for 20 cents. To awaken interest in the effort we offer this automobile and a host of other very valuable prizes to those who assist us. Write at once for full details.



Mechanical Perfection VERSUS Human Imperfection

WE have an expert stenographer at your instant disposal who will remain at your desk twenty-four hours of the day every day in the year.

He will register your dictation 250 words per minute *and never make a mistake.*
This remarkable "stenographer" is the

Commercial Graphophone

The Commercial Graphophone offers the only correct and economical system for handling your correspondence.

The Commercial Graphophone enables you to "unload."

The Commercial Graphophone does all that your human stenographer can do.

The Commercial Graphophone does *more,* since it saves much of *your* time besides doubling the working capacity of your typist.

Thousands of the greatest business houses of the country use the Commercial Graphophone. Many more are used by individuals in their offices and in their homes. Will you

"Tell It to the Graphophone"

Let us "show" you. That's what we are in business for. We have "shown" The Westinghouse Company. We have "shown" The Larkin Company. We have "shown" Sears, Roebuck & Company each to the tune of more than several hundred machines.

May we "show" you?

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Commercial Department
90 and 92 West Broadway, New York City
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Grand Prix, Paris, 1900 Grand Prize, Milan, 1906
Double Grand Prize, St. Louis, 1904

Tear out this page—write your name and address on the margin and mail to address above. We will promptly "show" you free.

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Computing Profits in the Retail Trade.

In an article published in The Eli Grocer and General Merchant, which we understand is a reprint of an article previously appearing in The Cleveland Plain Dealer, an "expert on making money" states that to figure the profit on any article correctly the formula is to subtract the cost from the selling price, the difference being the profit; divide the latter by the selling price and the result will be the true profit. He proceeds to say that the highest profit that can be made in business is 100 per cent, and this can be done only when one gets something for nothing and having sold it for something the entire transaction is a profit.

The writer indicates that his objection to figuring profit on cost is that the merchant in computing his percentage of profit in this way overlooks the expense of handling and selling the goods. The whole discussion would be absurd were it not for the fact that several retail trade papers seem to take it seriously and perceive no error in computing a percentage on an amount that contains the factor which governs the percentage.

The stand taken by the expert is only to be accounted for by an incorrect interpretation of the ordinary accounting side of the question. The grocer purchases an article for $5. He has carefully figured out what it will cost him to handle his business and to give him a sufficiently remunerative net profit on which to live. He finds that it costs him $5 for every $100 of goods turned over (the turnover being the cost of goods sold).

The grocer therefore makes the following computation:

Cost of goods,	$100
Cost of handling same,	5
Required profit,	10
	$115

What percentage of profit must be added to the $5 article in order to obtain the proper proportion of profit?

Answer—15 per cent, making the selling price $5.75.

What advantage can it be to the grocer to say that this 15 per cent, or $15 on each $100, is 13 4/100 per cent of the selling price?

We partially submitted this proposition to the critical observation of the subscribers to Home Study by means of the following question, and append some of their answers:

To settle an argument, will you kindly tell me which solution of the following example is correct: The cost to manufacture a certain article is $1 and the selling price $2. What is the gain per cent?

A says $2.00=selling price.
1.00=cost,

Cost $1.00, $1.00=gain.

100 per cent, answer.

B says $2.00=selling price.
1.00=cost,

Selling price $2.00 $1.00=gain.

50 per cent, answer.

"Regarding the computing of percentages on cost versus selling price, I think the problem offers the best kind of proof that percentages should be computed on cost. The manufacturer has $1 which he puts into the article. Then he sells the same for $2, so where he had but $1 before he now has $2 or just as much again, which is 100 per cent, which by figuring the percentages on cost we find to be correct. If the man with $1 makes 50 per cent or increases it 50 per cent he has only $1.50; if he increases it 100 per cent he has $2, which is just what the manufacturer had after selling his article, yet to figure his percentages on selling price would show a gain of only 50 per cent, though he has doubled his money. According to B's argument, if he were to sell the article for ten times its cost, or $10, he would only make a gain of 90 per cent, although he has

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doubled his money five times. In fact, figuring percentage on selling price it would be absolutely impossible to show a gain of 100 per cent though the article sold for a thousand times its cost, and who will say that it is impossible for a manufacturer to make a gain of 100 per cent no matter how large a price he receives for his goods?"—W. H. GRIFFIN.

"I believe that it is necessary for commerce to base its profit on the cost of an article, because it must base its selling price on the cost of the article.

"A merchant will figure that his goods cost him so much to buy or make, therefore he must base his selling price and profit on the cost; he does not fix his selling price on the goods and then try to buy them as low as possible in order to make as much profit as possible. I realize that a merchant will often buy goods for retailing with the selling price in view, and I have often been up against the proposition where the merchant says, 'I must buy for about such a figure in order to meet the competition of John Smith, who sells for such and such a price,' and on investigation you will find that this condition is brought about by the fact that this competitor is dealing with a firm who manufacture cheaper or put out a cheaper line, etc., and which places this competitor in the position of being able to sell cheaper; the fact remains that the selling price and the profit are still based on cost.

"It is equally true that if $2 is the selling price and $1 the cost, that both cost and profit are 50 per cent of the selling price, but under such conditions you are 'looking backwards.' One dollar is 50 per cent of what? It is 50 per cent of a sum that you have to compute from the basis of $1. Therefore the principle of basing the profit on the selling price is wrong. You do not say that one is a half of two, using two as the basis, but you do say that ONE is the basis, and that twice one are two, and the difference between one and two is one, or the difference between your cost and your selling price is your profit. You cannot sell goods until you buy or make them; under all business principles and the rules of business you cannot fix your selling price until you know what the goods are going to cost you.

"If you have $100 or $10,000 it is your capital, or it is to you 100 per cent; if you double it you double your 100 per cent, or make 100 per cent."—G. E. HUTCHISON.

Depreciation and Repairs.

QUESTION.—Our business is a steel and iron machine shop. What method would you advise in the treatment of depreciation, and what percentage of depreciation would be correct? The following is the method pursued:

We depreciate plant account a certain per cent each year. The plant account remains at the original figure and we carry a depreciation reserve account. An equipment account is carried to which we charge all renewals and repairs, such as new machinery, belting, hangers, pulleys, etc. In fact everything that goes toward keeping in repairs is charged to this equipment account. Thus if at the end of the year the equipment account equals the depreciation account, there has really been no depreciation. Is this right?

E. W. SMITH.

ANSWER.—The establishment of a depreciation reserve is the best plan to adopt, but we do not approve of charging repairs and renewals against this reserve. The renewals and repairs should be charged against revenue each year and the depreciation reserve should be kept intact for the purpose of substituting new machines for the old, after the latter have become obsolete or worn out.

Public Assembly Records.

QUESTION: We have undertaken the management of two or three public assembly halls, and will be glad of advice as to the proper way of keeping the accounting records in connection with same.

Any suggestions you may offer will be thankfully received. M. C.

ANSWER: We understand from your inquiry that you have charge of the proper maintenance of the halls, and must account for all revenues derived from same.

Separate accounts should be kept with the hall, covering

(a) Maintenance.
(b) Expense.
(c) Revenue.

Maintenance would include all repairs, renewals and janitor service in keeping the hall in good order.

Expense would include all expenditures incurred in running the business generally.

Revenue account would contain, as its title indicates, all receipts derived from letting the hall, for whatever purpose it is used. If it is desired to distinguish the different sources of revenue this account may be sectionalized.

If there are several halls each hall should have its separate set of accounts, especially if they belong to different owners.

It will not be necessary to carry separate sets of books but a combination cash journal may be provided with separate sets of columns as may be found convenient in order to obtain the desired information.

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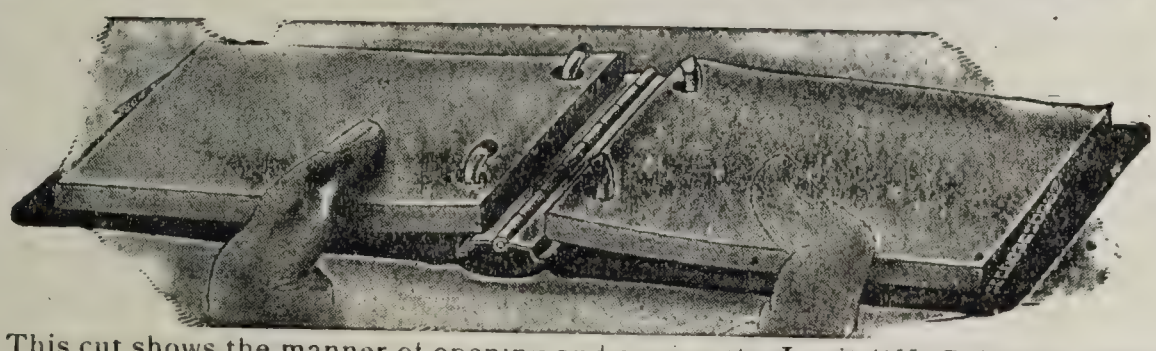
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Suggested Bank Reforms

Recent bank failures have developed a desire to surround the management of banks with greater safeguards against robbery, rash or unwise speculation, or incompetence. The prompt and vigorous action of the Chicago Clearing House. The day of perfunctory bank examinations has passed

By HAMILTON BURKE

TIME was when the laws at present on the statutes of the various states served every purpose, so far as they pertain to banking operations. But the modern complexities of business procedure and method, since the evolution of so-called "trusts" and immense combinations of capital, have also affected the banking business, and nearly every state in the union is waking up to the fact that its banking laws, once adequate, are now becoming obsolete and insufficient in scope.

Thanks to the activities of the bankers themselves, the legislatures of several states are considering new codes of banking laws more modern in breadth and scope, and which conform more closely to up-to-date needs. The banking laws of Illinois, for example, seem to be insufficient for the protection of both the bankers and their customers, and some efforts are talked of to remedy this weakness. The laws of Indiana as to private banking are likewise said to be inadequate, and public discussion is tending to bring about the necessary reforms.

The government likewise finds the National Bank Act somewhat antiquated and rheumatic in certain of its joints, and Congress has held numerous consultations with bank experts in the attempt to find remedies for the "old fellow's" ailments. The recent amendment permitting national banks to loan 10 per cent of their capital, and 10 per cent of their surplus combined to one individual, not in excess of 30 per cent of the capital stock of the bank, is one remedy the National Bank Act has needed for some time past. The present bill-of-lading controversy is also likely to produce much needed reforms.

STRICTER BANK EXAMINATIONS NEEDFUL.

The recent crop of bank failures, embezzlements and defalcations, however, would seem to indicate that both state and national bank laws are in crying need of somewhat radical attention. More stringent requirements should be made as to the method and scope of bank examinations. Chicago, for instance, shows a large number of bank failures in quick succession—the Pan-American Bank, Chicago National, Home Savings, Equitable Trust, Bank of America, Jackson Trust & Savings Bank (the latter saved from total ruin by a generous director), and lastly, the dastardly wreck of the Milwaukee Avenue State Bank followed, as it was, by the subsequent failure of the Garfield Park Bank, a small institution. The worst feature of most of these failures was that bank examinations had been made by government or state officials, and nothing wrong discovered until the crash came, or until it was too late to save the bank. What appears to be particularly needful, therefore, is methods of bank examination that will disclose the thief in the stable, before the horse is stolen. Locking the barn door afterwards does not serve to pacify angry depositors, whose faith in banks is wrecked, together with the loss of their hard earned savings.

WATCH OVER "TRUSTED" EMPLOYES.

Hard as the saying is, the best plan for bank officials to pursue is to regard every man in the bank as a "wolf in sheep's clothing," until death proves him to have been "an honest man and a gentleman." In other words, the experience of recent months, and of all time, with its frequent lootings of the bank treasury by employes from messenger to paying teller, and by bank officials from cashier to president, has shown that bank examinations must be devised by each of the sets of officials

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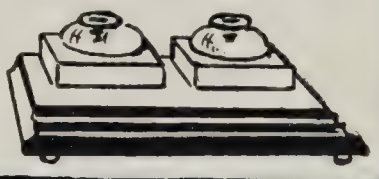
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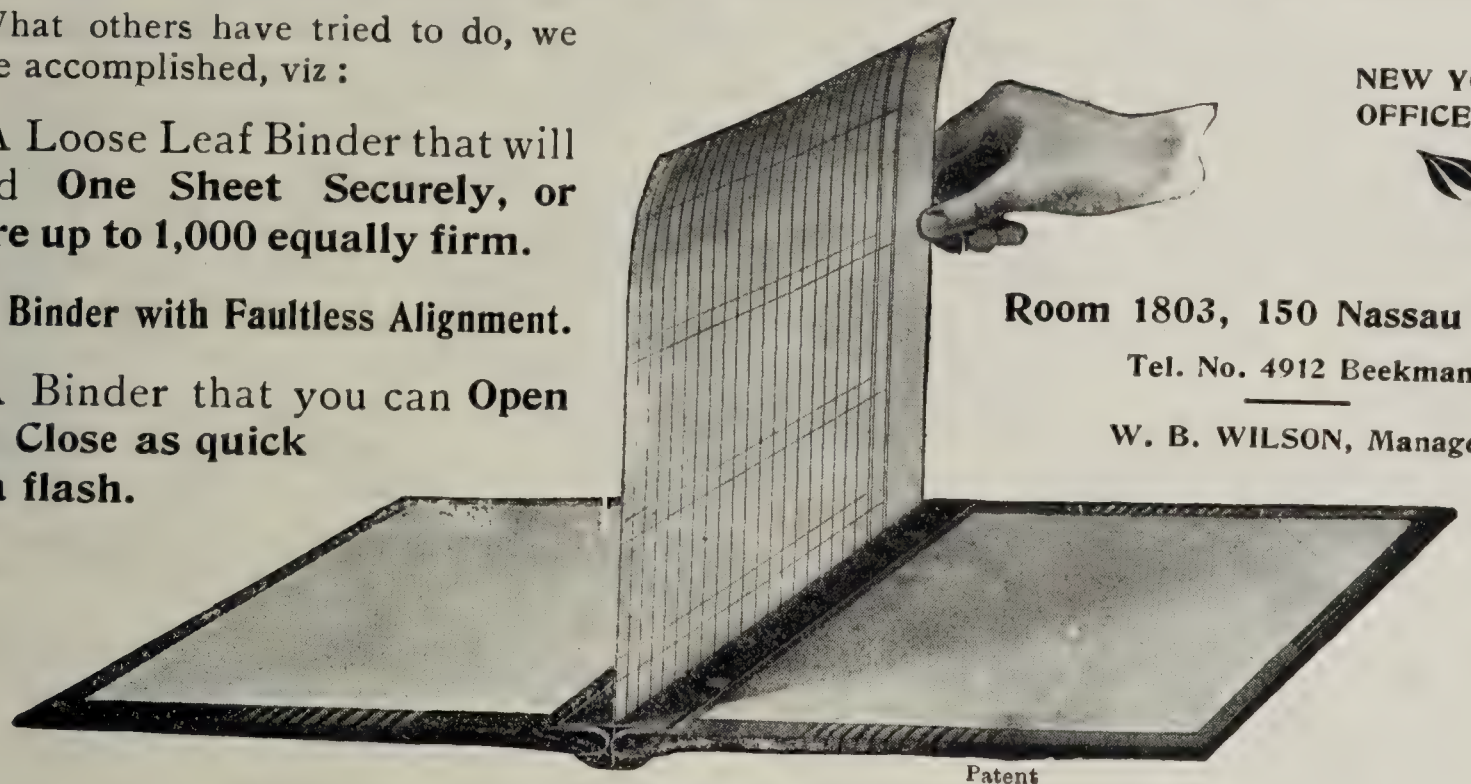


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"higher up" that will disclose the wrong-doing at once of those under their charge.

A. R. Chisholm, paying teller of the First National Bank, of Birmingham, Ala., was recently arrested charged with embezzling $100,000 of the bank's funds. This went to local brokers for gamblings in cotton futures, although this fact is not so pertinent to the present discussion as that his shortage was discovered while Chisholm was on his vacation. Chisholm used the bank reserves in the vaults under his charge for his cotton operations. If he had not been given a vacation, it is possible he would have looted the bank of all its cash reserves before he was detected. The lesson is, add annual vacations to the other safeguards employed against the pilfering of minor employes.

Mississippi bankers took another lesson to heart from this episode—they have issued strict orders that funds of the bank shall not, under any circumstances and regardless of the security offered, be loaned to persons engaged in cotton speculation. They cite the Birmingham case as evidence of the wisdom of this rule.

In general, the rule for bank executives to follow in regard to employes would seem to be—Have no "trusted" clerks, inspect pass books, records, cash items and vaults at frequent and unexpected intervals, and insist on annual vacations. This policy need not be laid down with a sledge hammer, but the iron hand within the glove should be ever present.

BANK OFFICERS.

Here, it is necessary to tread delicately. We desire to qualify everything we say carefully and sincerely by stating that, taken as a body of men, bankers are the most upright, able, honest and intelligent of business men. There is no question of this; there is also no doubt of the fact that there are fewer "black sheep" among them than in any other profession. Facts and figures might be quoted to prove this assertion.

But, unfortunately, there are "black sheep" among bankers even in the offices "up front." Bigelow was one, the more notorious, because he was not only president of the most powerful and influential bank in the northwest, but also because he had been president of that most relentless enemy, as an organization, to bank criminals, within and without the fold—the American Bankers' Association. Stensland, president of the Milwaukee Avenue State Bank, was another—the more terrible an example, because his depositors were mainly poor people, whom he deliberately defrauded, while he deceived his directors and looted his own bank. No punishment can be too great for such a man as he, and bankers are the first to say as much; he deserves the fate of a sea captain, who could deliberately scuttle his ship and leave his passengers to their fate.

Two safeguards are provided against such robberies, however—one, the board of directors; and the other, the national, or state examiners. Chicago provides a third, the clearing house examiner.

A bank examiner should use as much tact as he is possessed of, but he can allow no half way measures. Judging from the record of the Illinois State Auditor's Department, as well as the Banking Department of other states, there should be some penalty attached to a bank examiner's failing to discover a bank's insolvency, or its officials' shortages, where crime exists. The implication should be either incompetence, or connivance—which, or both, to be determined by trial in the state or federal courts, as the case may be. Such a provision, with a penalty of dismissal from the service, if found guilty of the first; and of imprisonment, or fine, if guilty of the second, might create much opposition on the ground of being too stringent, but it would produce examiners, who would examine, and who, for their own protection, would devise ways and means of detecting frauds, before the solvency of a bank became imperilled beyond rescue.

CLEARING HOUSE AIDS.

It is only necessary to hold up the action of the Chicago Clearing House to view to disclose the merits of this plan. It should be put into operation in every financial center. Since the Stensland failure, the Chicago Clearing House Association has ordered an investigation into every bank, non-members included, who make use of the privileges of the Clearing House. That such investigations, made by bankers for their own protection, will be honest and thorough, goes without saying.

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But, in the final analysis, there is only one absolute safeguard against bank failures through crime, and that is—the personal integrity of the bankers themselves. If every bank man, from messenger to teller, from cashier to president, and from director to state and government officials prove themselves at all times to be men of honor, living uprightly every day, bank failures through embezzlements and fraud could never happen. The only cause of failure would then be bad management, panic, or burglary with explosives. The latter two occur infrequently, and bankers are the shrewdest business men in the country as a class. As one of them well said, "Robbery is the onlv thing that can wreck a well-managed bank."

Amid the general prosperity of today, therefore, bank officials have one great duty—to guard themselves against the temptation to "take chances" on questionable transactions on exchange, or otherwise, that promise "fat returns." Now, more than ever, conservative methods should be employed, lest the banker, who is both honorable at heart and of good reputation in his community, shall entangle himself in a web of self-deceit and unwise investments of his bank's funds that will wreck himself and his institution. Conservatism and integrity are the best modern safeguards against bank failures and looting.

THE BOARD OF DIRECTORS.

The directors' duties are more or less perfunctory. The law requires of them "ordinary care." They should meet weekly—in some cases, monthly—pass on loans, the general policy of the bank, receive and investigate the president's report, and otherwise assure themselves of the sound condition of the institution over which they preside. But the law does not anticipate that they need to, or shall constitute themselves a body of Pinkerton detectives. If the character of the bank officials is above suspicion, that is as far as they need go.

And yet, if the directors of the Stensland bank had really investigated the actual securities of the institution, they would have at once discovered forgeries of their own names. Stensland was taking chances, but he knew his board of directors.

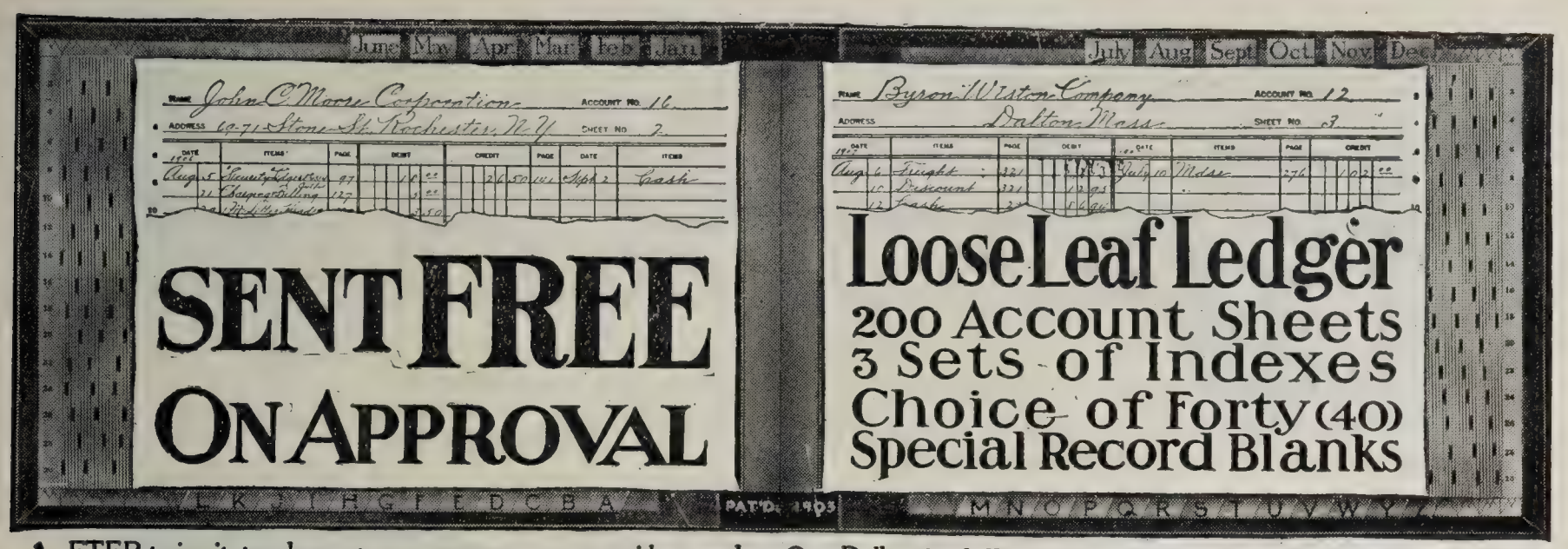
There is a simple and practical way for boards of directors to make close, critical, and competent investigations into the condition of their institution, if they will, and furthermore, the plan cannot possibly give offense to the bank's officials—by employing the services of an audit company. Costly? Not a bit of it. The auditor's report will be the best advertising the bank can have, and the expense will therefore be money well invested.

THE BANK EXAMINERS.

In too many cases these functionaries are mere figureheads. They stalk into the bank, "jolly" the president, smoke one of his "big, fat cigars," glance over the statement provided for their inspection, the bank having been notified in advance of their coming, perfunctorily examine the securities and cash drawer of the bank, pocket their $10 a day and trot off to the next victim. The result of such "examinations" is anything but conducive to conservative banking on the part of those who wish to manage their banks otherwise.

Of course, some examiners go to the opposite extreme. They bully the cashier, treat everybody with suspicion and scorn, and leave behind resentment and hard feelings.

It is obviously the examiner's duty to discover crime, if there is any; insolvency, if it exists; and to otherwise protect the interests of the public he represents. The examiner must be above bribe taking, directly, or indirectly, if he finds the president or any other official to be criminally involved, no matter if these officials are governors of states and "higher up" generally; he must use common sense and sound business judgment, if the bank is involved, for good and sufficient reasons, and has a chance of recovering itself, if given opportunity; but it is also up to him to see that the bank takes immediate measures to guarantee its solvency, or, upon failure to do this within a reasonable length of time, appoint a receiver.



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Recapitulation Blanks No. 102
Salesmen's "Follow Up" No. 153
Stock on Hand Record No. 113
Weekly Time Sheets No. 119

JOHN C. MOORE CORPORATION, 459 Stone St., Rochester, N. Y.

Our Goods are NOT Sold by Dealers. Makers of Everything in the Line of Blank Books, Loose Leaf Binders and Special Blanks.

Macey Inter-Inter

Filing Cabinets consist of outer cabinets with all the practical kind of office filing devices made in units to fit inside—and made interchangeable one with the other. Not only the most compact but the most flexible filing system ever produced—every combination a finished cabinet. New requirements may be met instantly by a re-arrangement of the filing units without destroying uniform appearance of the cabinet—the shell remains the same. Quarter Sawed Oak. Velvet Golden Finish. Cast Brass Trimmings.



ONE OF MANY.

This No. 18 Cabinet combines three filing drawers for folded legal documents; six legal blank drawers each with two compartments for twelve different forms; four card index drawers, size 4x6; one vertical file in legal cap size, making a complete, compact and practical arrangement for an up-to-date Law Office.

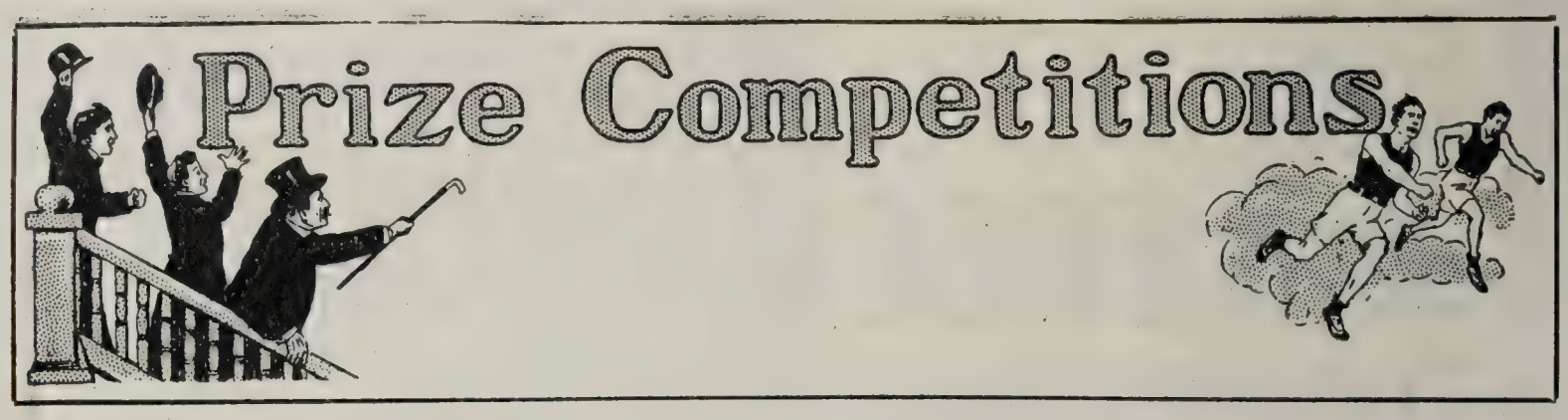
Price, Complete, $26.50

Through dealers or direct from factory, freight paid east of Montana, Wyoming, Colorado and New Mexico. To points in and west of these states add 15 per cent.

ASK FOR FREE CATALOGUE No. Z-4206

The Macey Co.
GRAND RAPIDS, MICHIGAN
FORMERLY THE FRED MACEY CO., Ltd.

RETAIL STORES:
NEW YORK . . . 343 Broadway
CHICAGO . 80-82 Wabash Avenue
BOSTON . . 49 Franklin Street
PHILADELPHIA 1017 Chestnut St.



Competitors must sign their articles and give address—not necessarily for publication but as an evidence of good faith.

Competitors are requested to send their photographs, carefully marked. All forms should be drawn on separate sheets and carefully numbered. Write on one side of the paper only. Address everything. Competition Editor.

Accounting for a Retail Furniture Business*

By J. D. SAGE

THE first thing to consider is the proper system of orders in connection with the purchase of goods for stock.

The orders should be in triplicate, each copy carrying the order number, one copy going to the wholesaler, one copy to receiving clerk and one copy



J. D. SAGE.

remaining bound in book serving as posting record for stock ledger.

When furniture is received it is tagged by the receiving clerk with tag giving stock number (this being same as the order number).

After the receiving clerk has checked and tagged furniture he should O. K. his copy of original order and return same to office.

Form 1 shows a convenient form for stock ledger. This book should be loose leaf.

Stock ordered is posted daily to stock ledger from copy in order book.

Stock received is posted to stock ledger from receiving clerk's O. K.'d copy of original order.

This O. K.'d copy is attached to invoice covering goods and the cost per unit is inserted in proper column on stock ledger. All retail sales are recorded by salesmen on form of duplicating sales ticket, shown in Form 2.

The salesman should in each case show lot number.

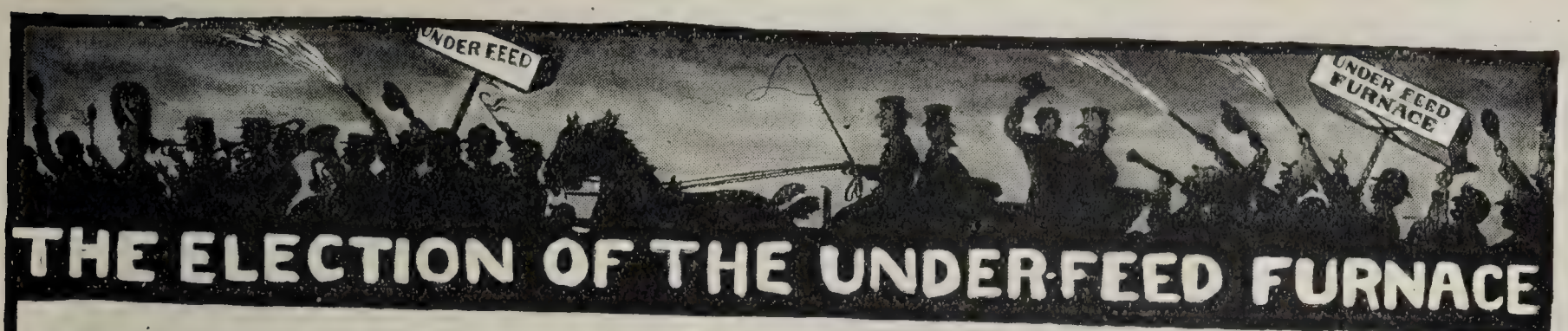
The original and duplicate of Form 2 is turned in to office, and the small right hand coupon is detached.

In case of a cash sale the left portion of original is stamped "paid" and given to customer. In case of a C. O. D. or charge sale this portion of original accompanies goods.

The right hand coupon is placed on file according to character of sale and serves both as a check on cash receipts and on shipping department.

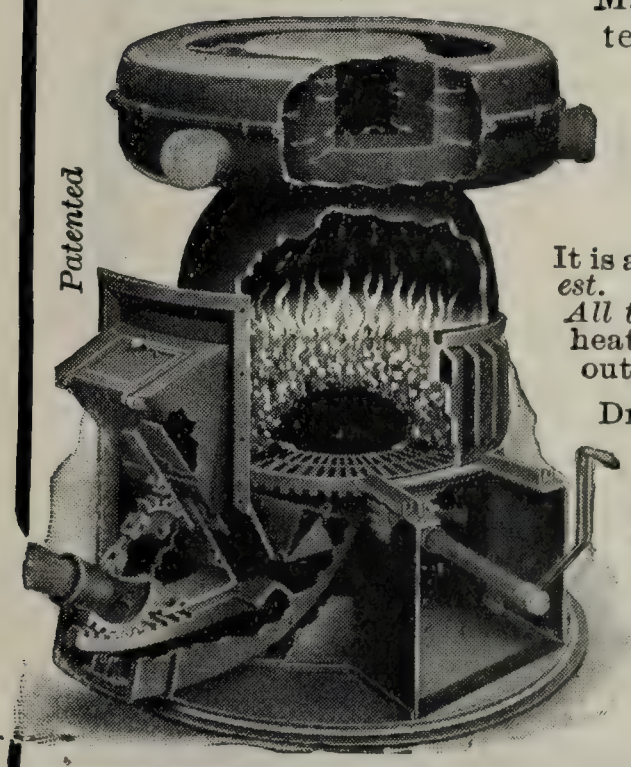
The duplicate sales ticket goes to ship-

*Books required—Stock ledger, loose leaf general ledger, loose leaf customers' ledger, voucher records, check register, deposit register.



THE ELECTION OF THE UNDER-FEED FURNACE

YOU certainly want an administration of household economy. If you vote an Underfeed Furnace into your basement you elect to have a *steady* supply of *clean, pure, economical* heat. The Congressional tidal wave of political interest sweeping the country will subside, but from Maine to the Golden West an *ever-increasing* current of Underfeed testimony proclaims that the



Peck-Williamson Underfeed Furnace
Saves 1-2 to 2-3 on Coal Bills

It is a modern furnace that shows to *greatest* advantage when the tests are *severest*. Unlike the old-fashioned Overfeed, the Underfeed is fed coal from below. *All the fire is on top*—turning smoke and gases, *wasted in other furnaces*, into heat. *Cheapest* coal yields as much heat as *highest* grade anthracite. Figure out the difference in cost. It is *yours*.

Dr. A. N. Witham, of Westbrook, Maine, writes:

"The Peck-Williamson Underfeed Furnace is more than satisfactory. I heated 13 rooms last Winter with your largest size furnace at a cost of $42, and we had CLEAN, PURE, STEADY heat all Winter. I believe it is the most physiological system of heat yet devised for PURE AIR AND HEAT in our cold climate. I am glad to recommend it to my friends."

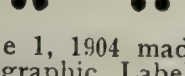
The illustration shows furnace without casing, cut out to show how coal is forced up under fire. Our Underfeed booklet illustrates and describes it fully. Let us send it to you, with fac-simile letters from many satisfied users. Heating plans and services of our Engineering Department are yours—FREE. Write to-day, giving name of local dealer with whom you prefer to deal.

The Peck-Williamson Co., 399 W. 5th St., Cincinnati, O.
Dealers, write to-day for our Attractive Proposition.

ARE YOU EXTRAVAGANT?

A perforator costs more than a rubber stamp but compare the cost to you of doing a perforator's work with a rubber stamp for the remaining period of your business life.

Perforating machines are now adapted to many uses. They can do almost any work you can do with a rubber stamp, but 10 to 50 times quicker and better in every way. Let us suggest by a single example how most of the time and nearly all the cost might be saved you in the **important work of marking labels:**



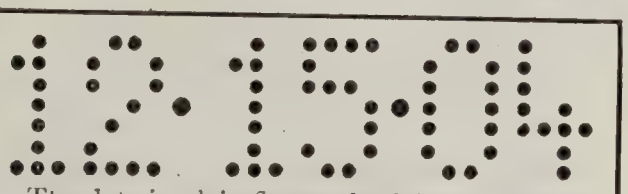
The date June 1, 1904 made by Cummins No. 40 Cryptographic Label Dater, Fifty thousand an hour.

A Cummins No. 40 Code Perforator, a special machine designed for dating or numbering manufacturer's labels, is used in the canning department of a large wholesale grocer for numbering the labels.

It does work in ONE HOUR AND A HALF that formerly required the entire time of FOUR PERSONS, all day.

An hour and a half for forty hours.

And the work is better done, without omissions or imperfect impressions.



The date in plain figures for labels. Changeable. Perpetual. Fifteen thousand an hour.

We make perforating machines for canceling, dating or numbering with changeable figures or letters, that save ninety per cent. and more of the time required to do the same work with a hand stamp.

THE B. F. CUMMINS CO., 42 W. Jackson Blvd., CHICAGO, ILL.

ARTICLE _____

STOCK
Above
High
Below
Low

Order Number	From	Date Ordered	Quantity	Date Received	Quantity Received	Date Sold	Quantity Sold	Balance	Average Cost + Freight

FORM 1.

DELIVER TO 1750

Mrs Jane Doe

12 So. Logan

Remarks Thursday A.M.

Quantity	Lot No.	Article		
6	1214	D.R Chairs Lea S GO	15	—

CASHIER'S OFFICE
AUG. 4 1906
PAID

1750

Cash 15 00

C O D

Charge

Salesman Barry

Office Stamp

CASHIER'S OFFICE
AUG 4 1906
PAID

FORM 2.

_____ BANK _____

CHECKS

Date	Check Number	Payee		Amount	Charge Unpaid Accs	Charge Miscel	Account	Memo. of Discts. Taken

FORM 3.

ping clerk, and when order is completed is returned to the office and the postings are made from it to the stock ledger and the cost noted on ticket.

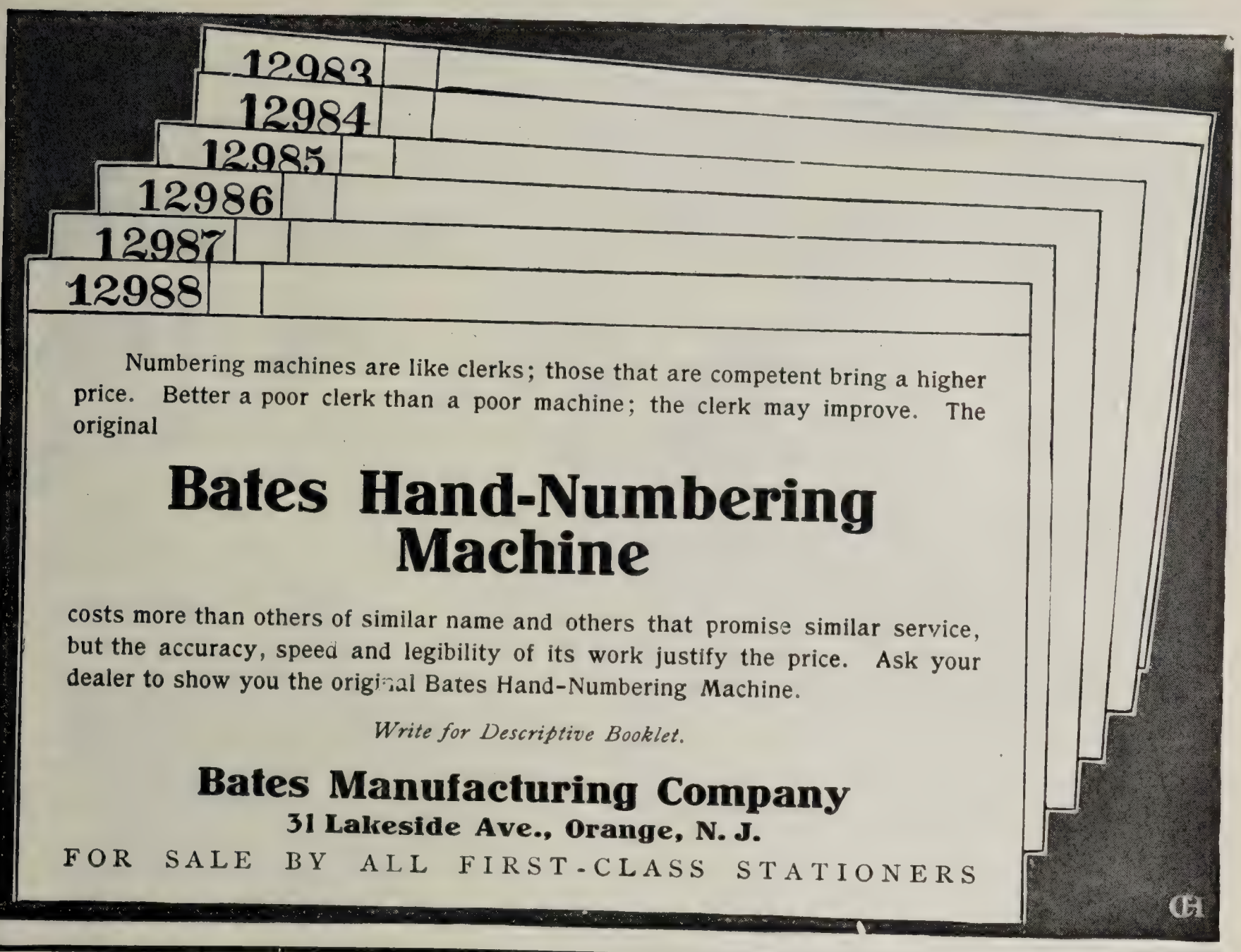
In case of a charge sale it then goes to clerk having charge of customers' accounts.

Postings are made direct from this ticket to ledger, and at close of month the total sales are drawn off from tickets and credited to "furniture sales."

The sales tickets should be punched and bound in a loose leaf binder in order by date.

In place of present system of handling invoices I would advise the use of a voucher system. Any of the regular stock forms of voucher register will be found satisfactory.

The check which the writer describes as being in use need not be discontinued, but



Numbering machines are like clerks; those that are competent bring a higher price. Better a poor clerk than a poor machine; the clerk may improve. The original

Bates Hand-Numbering Machine

costs more than others of similar name and others that promise similar service, but the accuracy, speed and legibility of its work justify the price. Ask your dealer to show you the original Bates Hand-Numbering Machine.

Write for Descriptive Booklet.

Bates Manufacturing Company
31 Lakeside Ave., Orange, N. J.
FOR SALE BY ALL FIRST-CLASS STATIONERS

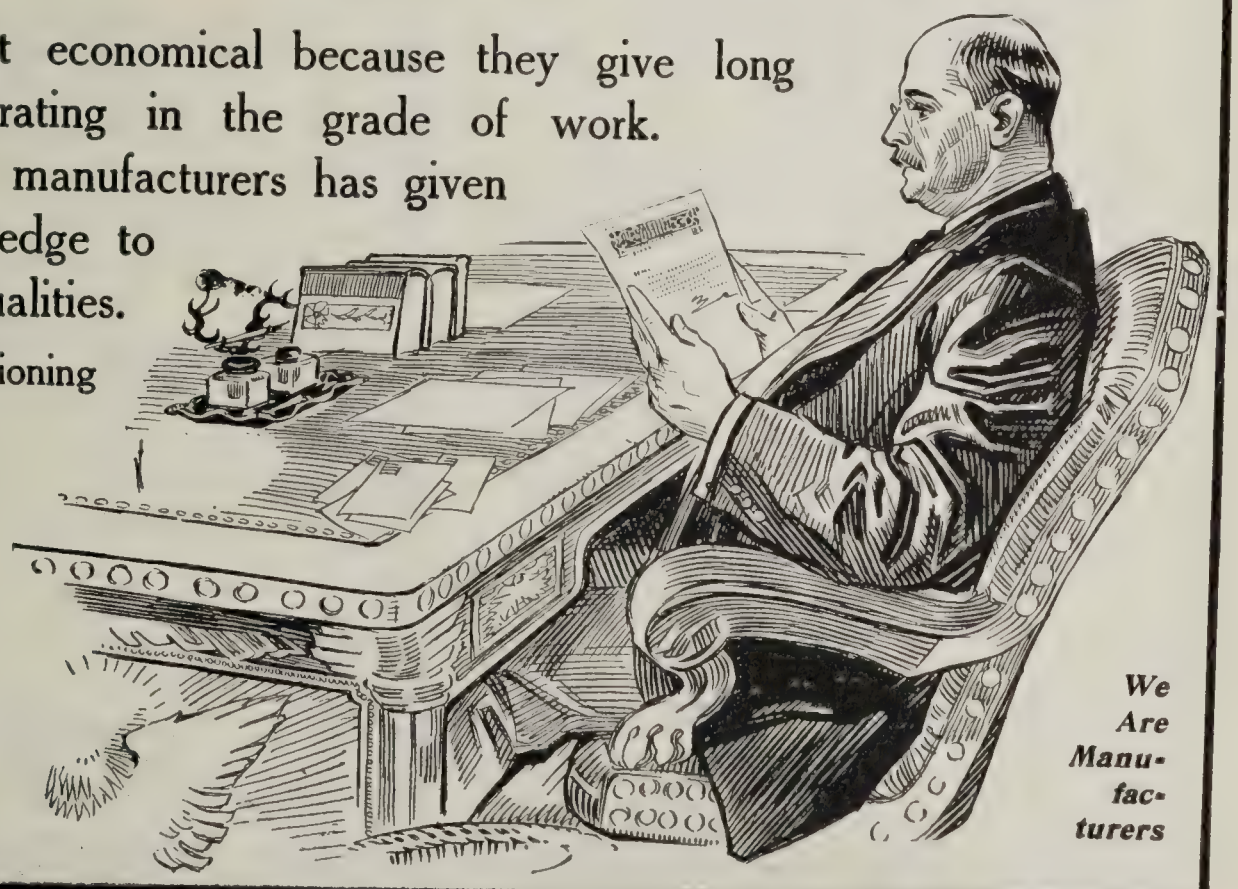
Do You Buy the Office Supplies?

If so, you owe it to yourself and your firm to try our carbon papers and typewriter ribbons. They represent the highest quality, insuring clean, sharp, non-smutted work.

They are the most economical because they give long service without deteriorating in the grade of work.

Long experience as manufacturers has given us the necessary knowledge to produce these superior qualities.

Write for samples, mentioning the name of your agent.



**Miller=
Bryant=
Pierce Co.**

Dept. 4, Aurora, Ill.

We Are Manufacturers

DEPOSITS

Date	Item	Total	F Sales	Customers	Account Credited	Miscel	Remarks

FORM 4.

can be given the voucher number, and after same is returned by bank, filed numerically under this number with the original invoices attached to it.

In place of present cash book a check and deposit register is to be preferred.

The book should be ruled similar to Forms 3 and 4. In case more than one bank account is kept the book should be loose leaf and a section reserved for each bank.

All receipts should be deposited, the total cash receipts during the month thus being the total bank deposits. Small cash disbursements are paid by cashier from a fund of $100 given to him for such items. This $100 fund is charged to "Cashier's Petty Cash" account on ledger.

Whenever the fund runs low the cashier turns in receipts covering the disbursements he has made, and a voucher is made up charging various expense accounts and paid to cashier. This brings his fund up to the original $100.

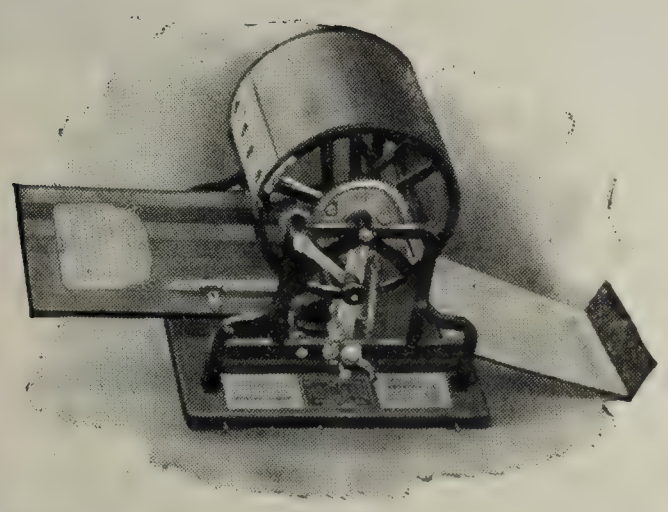
The total cost of goods sold is drawn off monthly from sales tickets and the gross

Chart of Classification.

General Ledger	Assets	Mdse.	Charged with total cost of goods purchased and freight. Charged with returns from customers at cost Credited " " to wholesalers at cost Credited " cost of Furniture Sold Balance = Inventory
		Customers account	Charged-with total goods sold to customers Credited with returns from customers " Cash payments on a/c (total "customers" column on deposit register) Balance = Total due on customers accounts
		Various accounts representing assets owned by company.	
	Liab.	Unpaid Accounts	Credited - with total Vouchers issued Charged - with total of cash paid on vouchers " with discounts and allowances on vouchers Balance due to creditors.
		Capital Stock Bills Payable various Liabilities of Company	
	Expense & Earnings Loss & Gain a/c	Cost of Sales	Charged with cost of goods sold
		General Expense and its various subdivisions	
		Furniture Sales Discounts earned	Credited with total sales as per sales tickets

Circular Letters

are done neatly, swiftly, and with least trouble on



The Rotary Neostyle

—best office duplicator.

One copy written on the typewriter like an ordinary letter, but on a prepared paper, becomes the stencil which goes into the machine and from which the office boy prints as many copies as may be needed, at the rate of one a second, all exactly like the original.

You keep it confidential and no printer's delays worry you. The Neostyle way is much cheaper, too.

Let us send you circulars which will show how our way will save you money.

Neostyle Co.

30 Reade St., New York
146 Franklin St., Boston
219 Randolph St., Chicago

LOOK HERE SON !



Your father had it pretty hard in his day. There was no way for him to get the special training essential to promotion. With the opportunity offered young men of to-day by the INTERNATIONAL CORRESPONDENCE SCHOOLS, it's *easy for you!* If you don't get a high position and a good salary **it's your own fault.**

To-day I. C. S. students are holding the most highly paid positions all over the country, as manufacturers, superintendents, overseers, foremen, and experts.

What the I. C. S. has done for them, it will do for you. It will give you the right start, train you to advance in your present line, or help you to change to an occupation that suits your inclination.

Mark the coupon as directed and mail it today. The I. C. S. will advise you freely how to qualify for an advance. This advice will cost you nothing but a stamp, and put you under no obligation. If you are open to conviction, if you are ready to grasp the hand held out to you, do not be deterred by fear that you cannot succeed.

If You Really Want More Salary SAY SO QUICK !

STUDY This Coupon

1 Bookkeeper	13 Mechanical Draftsman
2 Stenographer	14 Telephone Engineer
3 Advertisement Writer	15 Elec. Lighting Supt.
4 Show Card Writer	16 Mechan. Engineer
5 Window Trimmer	17 Surveyor
6 Commercial Law for Notaries Public	18 Stationary Engineer
7 Illustrator	19 Civil Engineer
8 Civil Service	20 Building Contractor
9 Chemist	21 Architectural Draftsman
10 Textile Mill Supt.	22 Architect
11 Electrician	23 Structural Engineer
12 Elec. Engineer	24 Bridge Engineer
	25 Mining Engineer

International Correspondence Schools,
Box 1076 SCRANTON, PA.

Please explain, without further obligation on my part, how I can qualify for a larger salary in the position numbered ____

Name _____

Street and No. _____

City _____ State _____

earnings of the business accurately arrived at.
books—also the monthly closing entries.

Closing entries each month:

Cost of Sales—
Mdse.....
For cost of goods sold during ....., 19.....
Customers' Account—
Furniture Sales.
Total charge sales for ..... ,19..
Unpaid Accounts—
Discounts Earned as per memo. on check register.

Customers' account is credited with total of "customers" column on deposit register.

"Unpaid accounts" is charged with total of "Unpaid Accounts" column on check register.

Furniture sales is credited with total of "Furniture Sales" column on deposit register.

The various accounts covering earnings and expenses are closed yearly into loss and gain.

Accounting for the Retail Furniture Business.

PRIZE AWARD.

The accounting system for a Retail Furniture Business, submitted by J. D. Sage, Denver, Colorado, contains material improvements over that described by Mr. Harrison, in the July number of THE BUSINESS MAN'S MAGAZINE., covers the essential points in a very comprehensive manner, and is awarded the first prize of $10.

In any business, a proper record of the purchases is a very necessary feature, and in a Retail Furniture Business the keeping of a stock record would be a comparatively easy matter. These records could be kept very conveniently on cards if desired, rather than on the loose leaf plan, although the general principle would be the same, and Mr. Sage provides not only for quantities received, sold, and on hand, but for cost per unit, maximum and minimum quantities and advance orders placed.

The plan described of making out duplicate sales slips with coupons attached, provides a very satisfactory check on the sales and deliveries as well as facilitating the scheme of perpetual inventory by noting the cost of each article sold on the duplicate ticket.

The payment of invoices by the Voucher System is the most satisfactory plan, and the check and deposit registers referred to can be made up in the form of a regular cash book or used separately, one book showing receipts and the other disbursements.

The Petty Cash System described is also up-to-date and the amount can be regulated according to the requirements of the business.

In the list of general ledger accounts mentioned, the merchandise account is practically the inventory account, and by the introduction of sales, at cost, a summary is provided which should agree with the recapitulation of stock records.

Second prize of $5 has been awarded to Henry F. Adomeit, Cleveland, O., whose article will be published in the October number of HOME STUDY.

Special November Competition

Branch Lumber Yards.

I own and operate about 30 lumber yards. Each yard is run separate from, and independent of all the others, and at the present time no record of the accounts of the branch yards are kept at the main office at which place there is also a yard.

I now desire to have some check on the operations of the various yards and to inaugurate something after the style of a daily report system, which will combine and report all transactions with a check on the records of same.

Can any of your readers help me with suggestions?

W. H. STEPHEN.

For the best answer to the above inquiry we offer a prize of $12.50, and for the second best answer will pay the sum of $7.50.

Standard Prize Competitions.

In addition to the above we will give two prizes of $20 and $10, respectively, for the two best articles descriptive of good book-keeping and cost systems for the following lines of business:

Aerated Water manufacturing.
Artificial Stone manufacturing.
Biscuit or Cracker manufacturing.
Boot and Shoe manufacturing.
Bridge builders.
Broom manufacturing.
Bronze Powder manufacturing.

FAST BIND
SAFE FIND

A PERFECT BINDER



HERE is something you will appreciate. A perfect binder at last. No punching, no sewing or mutilation of any kind. A touch and the book is fastened—a touch will release it. The book will open just as wide in the binder as out of it. It is simple, strong and perfectly book-like in action.

The illustration represents the **ROEDDE BINDER.** Made in sizes to hold any magazine, thin or thick, large or small. Send $1.00 for sample binder in limp covers, seal grain, to fit any magazine like this in size, or $1.25 for same binder in genuine heavy cow, unlined—the most durable and artistic cover we make—either in walrus grain or in ooze velvet finish.

Send postpaid on receipt of price. Money cheerfully refunded if not perfectly satisfactory.

FOR COMMERCIAL FORMS OF EVERY KIND

The **ROEDDE BINDER** is to the ordinary binding as the loose leaf ledger is to the old-fashioned bound ledger. In a moment your checks, receipts, order-books, catalogs and telephone directories may be bound in substantial board or comfortable flexible covers. Don't waste permanent bindings on a few hundred forms when one of our binders will serve you better and more satisfactorily for many thousand forms.

If your printer or litographer does not carry our binders write to us direct for description, prices and samples.

Flexible Back Loose Leaf Ledger Co.
202 MAIN ST. BUFFALO, N. Y.

Electric Light & Power Bonds

PREFERRED by a constantly increasing number of careful investors because —

Supplying a public need, earnings are steady in dull times and increase rapidly as population expands —

Rapid growth is fostered by low cost of extensions and connections —

Many prefer electric lighting on account of its convenience, cleanliness and freedom from heat —

The sales of electric power show a remarkable increase as new methods of utility are introduced along commercial and transportation lines.

Of course, there are points of organization, management, physical condition, territory, etc., which have an important bearing upon the safety of an investment and require the attention of experts.

We own and offer seasoned Electric Light & Power Co. Bonds yielding from

4.30 to 6%

Write for special E. L. & P. circular.

Government, Municipal, Railroad and Public Utility Bonds, bought, sold and apprcised.

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BANKERS

NEW YORK — 49 Wall Street
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Chemical Works.
Coffin and Casket manufacturing.
Cold Storage business.
Condensed Milk factory.
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Ice manufacturing.
Ink and Mucilage manufacturing.
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Pearl Novelties manufacturing.
Photo Supplies manufacturing.
Piano and Organ manufacturing.
Pottery manufacturing.
Saw Mill.
Silk manufacturing.
Soap manufacturing.
Surgical Instruments manufacturing.

Hanson & Dickson,

--Dealers in--

Furniture, Carpets, Curtains and Rugs,

35 East Main Street.

Amsterdam, N. Y.

August 2d, 1906.

Mr. Competition Editor,

The Business Man's Magazine,

Detroit, Mich.

Dear Sir:-

Below I hand you my solution to "Hesekiah Stimson's Code Word" problem in the August Business Man's Magazine:

1 2 3 4 5 6 7 8 9 0
U N W O R S H I P T

January 1st.....	$I R H U O N.....	$857142
First Payment.....	U O N I R H.....	142857
Balance.....	H U O N I R.....	714285
Second Payment.....	U O N I R H.....	142857
Balance.....	R H U O N I.....	571428
Third Payment.....	U O N I R H.....	142857
Balance.....	O N I R H U.....	428571
Fourth Payment.....	U O N I R H.....	142857
Balance.....	N I R H U O.....	285714
Fifth Payment.....	U O N I R H.....	142857
Balance.....	U O N I R H.....$	142857

Note #3.

Trusting that I have the correct solution, I beg to remain

Yours very truly,

Arthur H Dingman

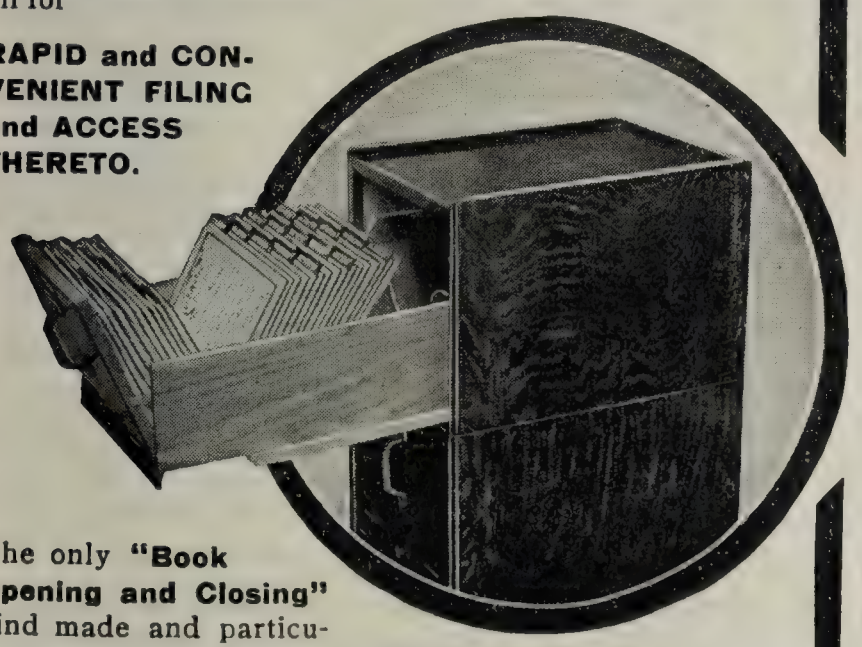
#20 Vrooman Ave., Amsterdam, N. Y.

HEZEKIAH STIMSON'S CODE WORD—PRIZE SOLUTION.

THE AUTOMATIC
VERTICAL FILING CABINET

The only one with drop front and **Adjustable Automatic Tilting Follower.** It stands at the head of them all for

RAPID and CONVENIENT FILING and ACCESS THERETO.



The only **"Book Opening and Closing"** kind made and particularly adapted for Loose Leaf Filing.

Write for Catalogue and Prices.

The Automatic File and Index Co.

GREEN BAY, WIS., U. S. A.

Is THIS the letter of YOUR line?

A

	PAGE
Accountants	**8**
Advertisement Writers	**17**
Architects	**15**
Artists	**4**
All Pencil Users	**1-32**

No matter what you do, there's a right Lead Pencil for your work.

Dixon's Pencil Guide describes it by name and number so you can get it anywhere. The Guide is alphabetically *indexed by vocations.* Find your *page* and your *pencil* is before you. The book is free.

If your dealer doesn't keep Dixon's Pencils, send 16 cents for samples, worth double the money.

DEPT. N JOSEPH DIXON CRUCIBLE CO., JERSEY CITY, N. J.



The Diagraph
TRADE MARK REGISTERED

The Improved Stencil Cutting Machine

Is a Saving of 90% in Your Shipping Department Worth Considering?

We are saving this amount for hundreds of firms who are using the Diagraph Stencil Cutting Machine and our "No Error" system of shipping goods.

Just a word from you will bring you a free illustrated booklet explaining all about the Diagraph and the "No Error" system.

AMERICAN DIAGRAPH CO.

15 N. Second Street St. Louis, U. S. A.

"GUNN" DESKS
Filing Cabinets.

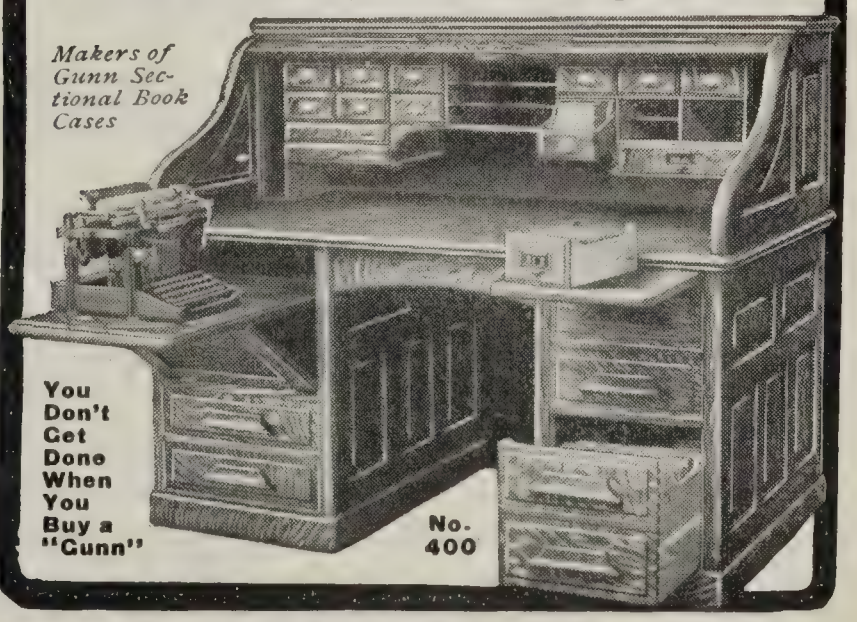
OUR NEW "400" SERIES



No. 400 (like cut) has deep drawers arranged with **VERTICAL FILING EQUIPMENT,** writing bed not broken by typewriter, which disappears in dust-proof compartment. **Gunn Desks** are made in 250 different patterns, in all woods and finishes, fitted with our time-saving **DROP-FRONT Pigeon-Hole Box.** If you desire an up-to-date desk of **any description** and best possible value for your money, get a Gunn. **Our reference—"The User—The Man with the Gunn."** Sold by all leading dealers or shipped direct from the factory. Send for catalogue of desks and filing devices—mailed FREE.

Gunn Furniture Co., Grand Rapids, Mich.

Makers of Gunn Sectional Book Cases



You Don't Get Done When You Buy a "Gunn"

No. 400

Please mention The Business Man's Magazine when writing to advertisers.

How the Clerical Man can Gain Advancement

The average man can do what he is told but appears incapable of independent action that will be satisfactory. He is too fond of change and thereby retards instead of advancing his prosperity. Those who provide ahead to meet opportunity will naturally secure the best results and obtain the best positions

By H. J. HAPGOOD, President of Hapgood's

IT DOES not matter how capable, how honest or how faithful a man is, there is no opportunity for him in clerical work nowadays. Everything has been reduced to such a system that the work can be done by mere human machines who are content to plod along year after year at small salaries."

Nothing could be further from the truth than this remark which I heard made the other day by a young man who looked intelligent enough to know better. There are, it is true, many places for machine-like workers, but this is because there are so many men who lack the capacity or more often the ambition to rise above them. To the man of real ability who can stand responsibility and whose ambition is not limited by his next pay day, clerical work offers opportunities which are hardly excelled in any other line.

The situation is well summed up by a New York office manager of long experience who says:

"We have 50 clerks in our offices. Taken as a whole they perform their duties fairly well, but I don't know of one among them who has the ability or ambition to stand promotion beyond a certain limit.

"When the head of a department dies or resigns we usually have to look outside for a man to fill his place.

"The trouble in our establishment is not lack of opportunity, but lack of men qualified to grasp it."

Employers of clerical men everywhere tell similar stories. They are all looking for men who will some day be able to do something more than book-keeping, typewriting or other routine work.

"I wish," says the general manager of a well-known manufacturing company, "that every young man I employ might be one who would in time prove himself capable of filling a place like my own. And I'm ready to help him do it, for we need such men."

One of the chief reasons why many clerical men fail to gain advancement is found in their frequent and ill-advised changes. It is the specialist who commands the highest salary today—the man who can do some one thing better than anyone else. And a man can seldom become a specialist if he is constantly changing from one employer or from one line to another.

Frequently a man's progress is stopped or seriously hindered because he has failed to keep his employment record clean. The average employer is suspicious of the man who has made frequent changes unless he has excellent reasons for each shift and unless he left each place in good standing.

By all means make a change if you feel sure that you can earn more or have better opportunity for advancement with another house or in another line of work; but don't fail to give your present employer ample notice and have him feeling cordial towards you and willing, if possible, to hire you back again.

I know of a man who recently failed to secure an $1,800 position as office manager solely because investigation of his references showed that five years before he had left a position in the firm's busiest season with only a few hours' notice.

It pays to keep your record clean—I cannot emphasize this point too strongly. No matter how unsatisfactory your employer may be, give him a square deal—faithful service while in his pay and ample notice when you leave. Do this, and no matter how dark the outlook may be, you will succeed if you have ability, work hard and keep your eyes open for the main chance.

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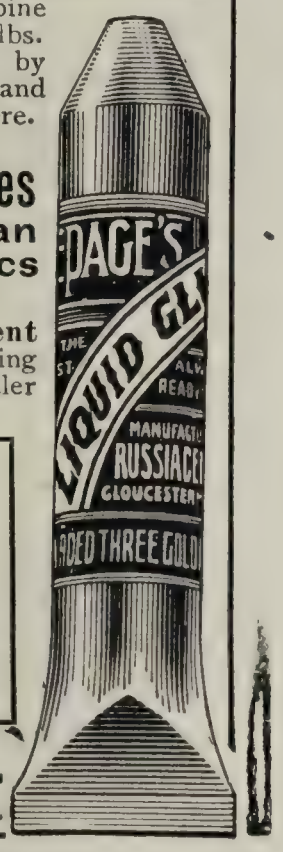
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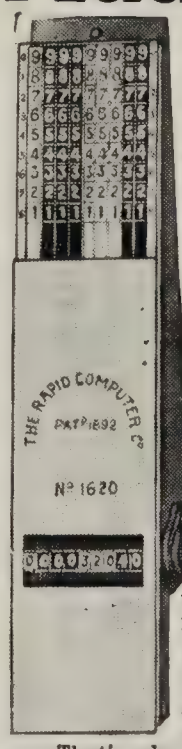
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stated more truly than by Oren Root, general manager of the Metropolitan Street Railway of New York, the greatest street railway system in the world. "Success," says Mr. Root, "is the outcome of conscientious, intelligent effort. It is the man who is willing to do anything and everything and is determined to do it as well as he can that attracts attention and climbs the ladder soonest. As soon as an employe can convince his employer that he is worth more than he is getting he is on the road to promotion."

Is the average employer hard to convince of a man's value? No, he is constantly on the watch for men who are worth more than he is paying them. His business is hampered because he cannot find enough such men; good positions are going begging for lack of them.

"Why do so many clerical men fail to advance?" said the manager of a large wholesale house. "Come here and I will show you."

He walked to the door of his private office and looked out into a room where a score of clerks and book-keepers were employed. It lacked several moments of the hour for closing, but only a few men were making any pretence of working. The eyes of many and the minds of all were on the clock. They waited impatiently on the slow moving minute hand, and within 30 seconds after the closing hour the room was deserted.

"There is the reason," said the manager. "You cannot wonder that men remain in a rut when they are afraid of doing a minute's work more than they are paid for."

The trouble is not lack of opportunity, but the fact that too few men are prepared to grasp their opportunity when it comes. Opportunity is elusive. It comes at no stated time—often most unexpectedly—and the men who win are those who are always prepared to take advantage of it.

The private secretary to the president of a great manufacturing company was taken suddenly ill one day last winter. The president was busy and there was no one to take his dictation. A young man holding a $12-a-week position in one of the clerical departments offered his services.

"But you can't take dictation or run a typewriter," the surprised office manager objected.

"Oh, yes, I can," the young man replied. "I've been studying stenography evenings for more than a year. I think I can do the work if you'll let me try."

The young man was given a trial and proved so satisfactory that he was retained permanently in the president's office at twice his former salary.

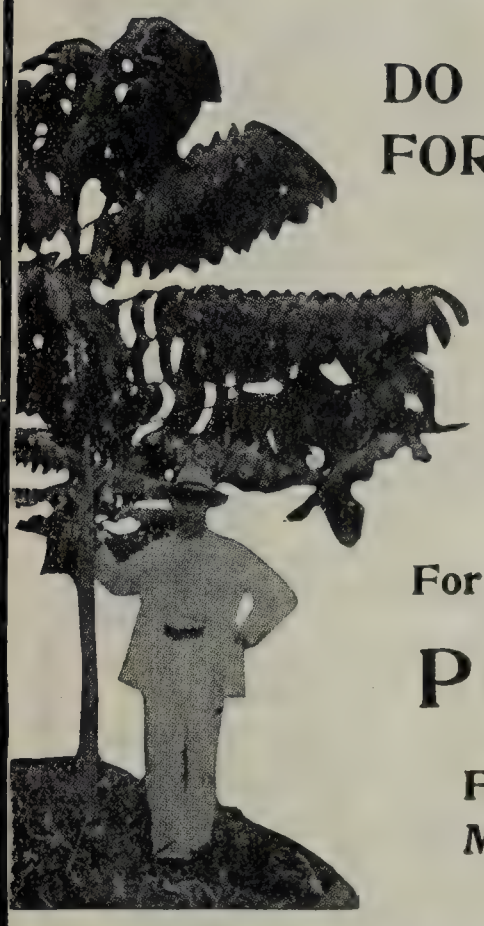
There is the secret—prepare yourself for a better position. Don't be satisfied with doing your own work well—learn to hold down the job of the man ahead. Study the possibilities of the firm by which you are employed to find out which department offers the best opportunity, where good men are needed most. Then fit yourself for that work by home study at an evening school or through a correspondence course. Subscribe for one or two good business magazines and keep thoroughly posted on the latest and most approved methods.

In the meantime, however, don't shirk your present place or feel above it, however lowly it may be. It is your success in that as much as your fitness for something higher which will bring promotion.

There was a book-keeper in one of the Chicago packing houses who a few years ago came to the conclusion that he had reached the limit of advancement in that line. Accordingly he took up the study of cost accounting. Soon a vacancy in the firm's cost department occurred and he, with his eyes open for just a chance, secured the place. His rise was rapid and now he has accepted a position as cost accountant with another firm at a salary of $3,500 a year.

No system has yet been devised that will conduct clerical work without the assistance of capable, energetic men. The demand for such men exceeds the supply and the salaries they command as soon as they have proved their ability are large. In one way, at least, opportunities for the high-grade man to advance are exceptionally favorable in clerical work, because he is brought into competition with a great mass of men who lack initiative and break down quickly under even slight responsibility.

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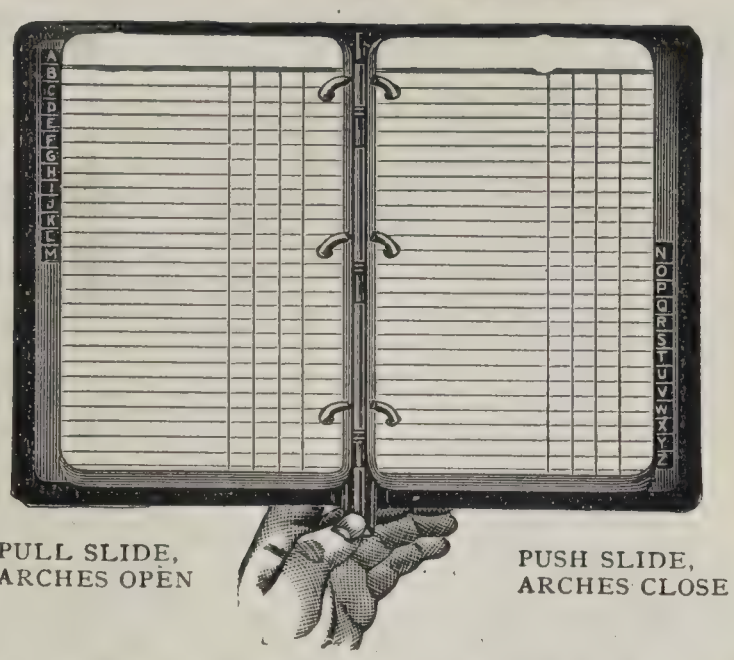
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832	8⅞	8⅞ x 6	½	125	1.90	.35	.45	2.70
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Treatment of Raw Stock in Cotton Mill Accounting

By C. A. WYCHE

IN the cost accounting of a cotton manufacturing business there is perhaps nothing so essential as the proper handling and recording of raw stock. Of course, to begin with, it is absolutely necessary that the person who has charge of the weighing, grading, and storing of the cotton should be thoroughly competent. An inexperienced person would readily pass over as dry, a lot of cotton containing one per cent of dampness, and the resulting loss on a lot of 100 bales would pay the additional salary of a competent man for a month or more.

Cotton brokers, either through carelessness, or intention to defraud, one cannot say which, often invoice cotton by its semi-dry weight, and it is the buyer's lookout to discover the shortage. If cotton is weighed one day and reported on, no matter how great the difference may be a week later, no explanation will suffice to change the claim. It is therefore necessary to use the utmost care in examining all cotton before weighing.

In the south where many mills buy cotton direct from the farmer, there is always more or less loss from this cause. The first two fair days after a rain invariably bring a rush of cotton, and in the mind of the average farmer, five pounds is the limit.

But these are matters which must be settled according to the judgment of the cotton buyer, and the peculiar circumstances of each case. It is when the cotton is bought and weighed that the record commences, and I believe that the following system which has been employed by me with much satisfaction, can be made to meet the conditions of any factory.

At the beginning of each cotton season I commence with one and number the bales consecutively through the season, using a tough card-board tag with wire hook. On this tag is also entered the name of the seller, post office address, weight and grade of bale, and any irregularities in the purchase.

The tags are never removed from the bales until they are opened and inspected by the overseer of the opener room, as sometimes blocks of wood, rocks, pieces of iron, and bundles of wet or damaged cotton are found in the center of the bale. However, I am glad to say that such cases become rarer every season.

The cotton buyer enters in an ordinary day book the same information as shown on the cotton tag, for sometimes the tag is lost before the bale reaches the opener room.

In buying cotton at the mill door, the cotton buyer should have a check book of a form similar to Form 1.

The person to whom check is issued takes it to the office, where the hurried calculations are verified, and he is paid accordingly. The number, weight, and price of the bale is then entered in the office cotton book for future reference. It is advisable to each day compare the cotton checks with the cotton buyer's stubs to see that no check was altered before being presented.

In the opener room a slotted lock box is provided for the tags taken from the bales, and the overseer of this room deposits the tags therein after taking account in a book provided for this purpose, of the numbers and weights of bales, and the date opened. In case he comes across a bale on which there is no tag, he should weigh the bale and make a tag, giving all figures and marks appearing on the bagging. This will enable the office to easily locate the bale number.

At the end of the month the book-keeper should take the tags and the overseer's cotton book, and check off in the office cotton book the bales opened, entering date opposite each one. Then the weights and prices should be taken off and the total value of the month's consumption figured

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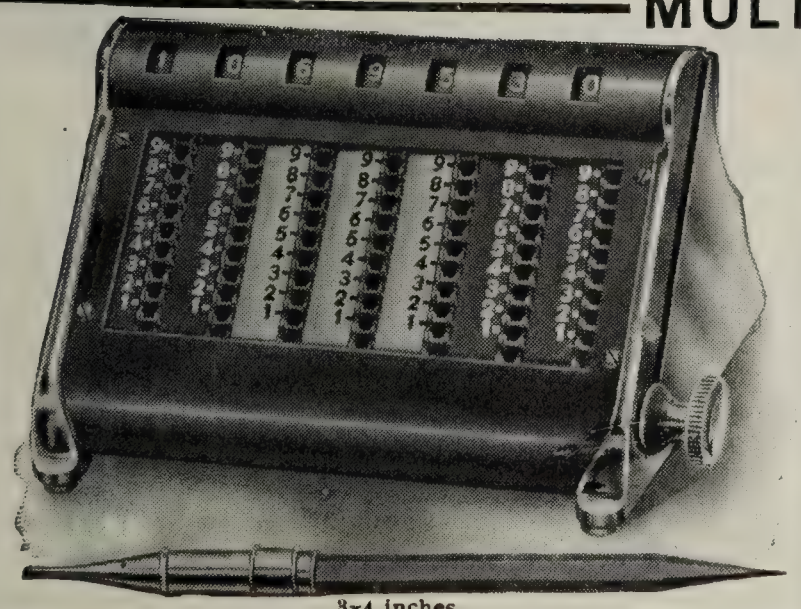
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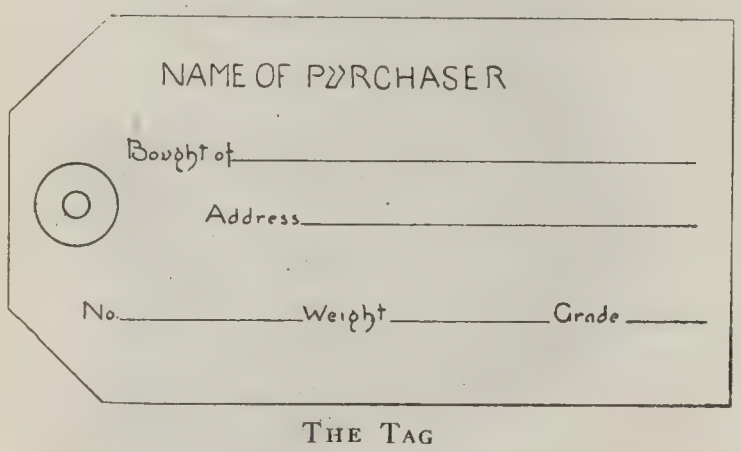
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Price____ Amt. $____	In payment for____ B. C.____ pounds, @____ c. $____
Grade_____	
Weighed by_____	Bale Nos.
_____	_____ _____ Cotton Buyer

FORM. 1

out and entered in the monthly report. This I have found to be the only practical way of ascertaining the actual weight and value of the cotton used.

The daily reports of the several overseers of the mill show the number of pounds of every kind of visible waste made during the day, including sand, mops, etc. These items are entered in the superintendent's daily exhibit book, and totaled at the end



THE TAG

of the month. The grand total of waste here shown is entered in the monthly report, and the amount is divided by the total amount of cotton opened, for the percentage of waste. The percentage thus obtained is not absolutely correct, but I believe is as nearly so as is possible to obtain. Of course there is still an "invisible" waste which cannot be ascertained without taking inventory of cotton in process, etc. I get at this in the following manner:

Take the total amount of cotton, including the tare, issued to mill for a certain period as shown by monthly reports. Add to this the cotton in process and the waste on hand at the beginning of the period, and from this sum deduct the production of the mill and the visible waste for the period, plus the cotton in process and waste on hand at end of period. This will give the net "invisible" waste for the period considered. By adding this amount to the amount of visible waste shown on monthly reports, you have the actual amount of waste made from the cotton issued.

My experience has been that the visible waste averages 12½ per cent and the "invisible" one and one-half to two per cent, therefore I consider it perfectly safe to figure a waste loss of 15 per cent, and if one considers that the visible waste including bagging and ties has an average value of about two and one-half cents per pound, the waste might be figured even a little lower. But I believe it is the general opinion of conservative mill men to figure not less than 15 per cent. The percentage of waste certainly varies according to the various processes of different mills, and according to the quality of cotton used, and therefore every mill should figure its waste loss according to its experience.

The system I employ has been tested by me a number of times by comparing the monthly reports with the item of cotton in the semi-annual statement of loss and gain, and I have always found the differences so slight as to justify me in saying that I am sure the system is sufficiently accurate for all practical purposes. However, I shall be very pleased if someone will point out how it can be made still more accurate.

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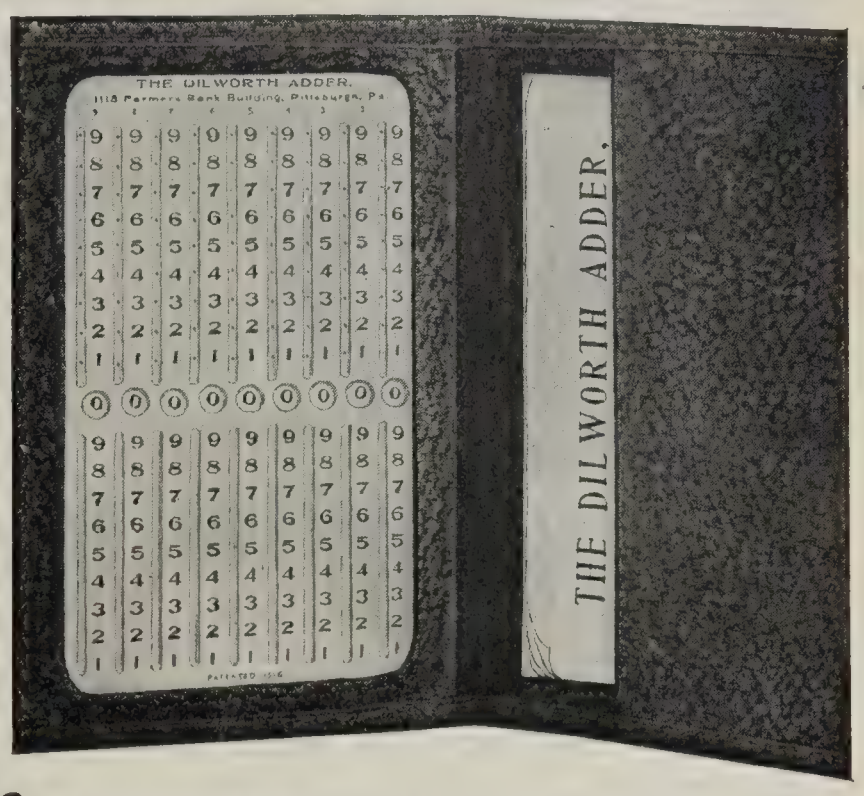
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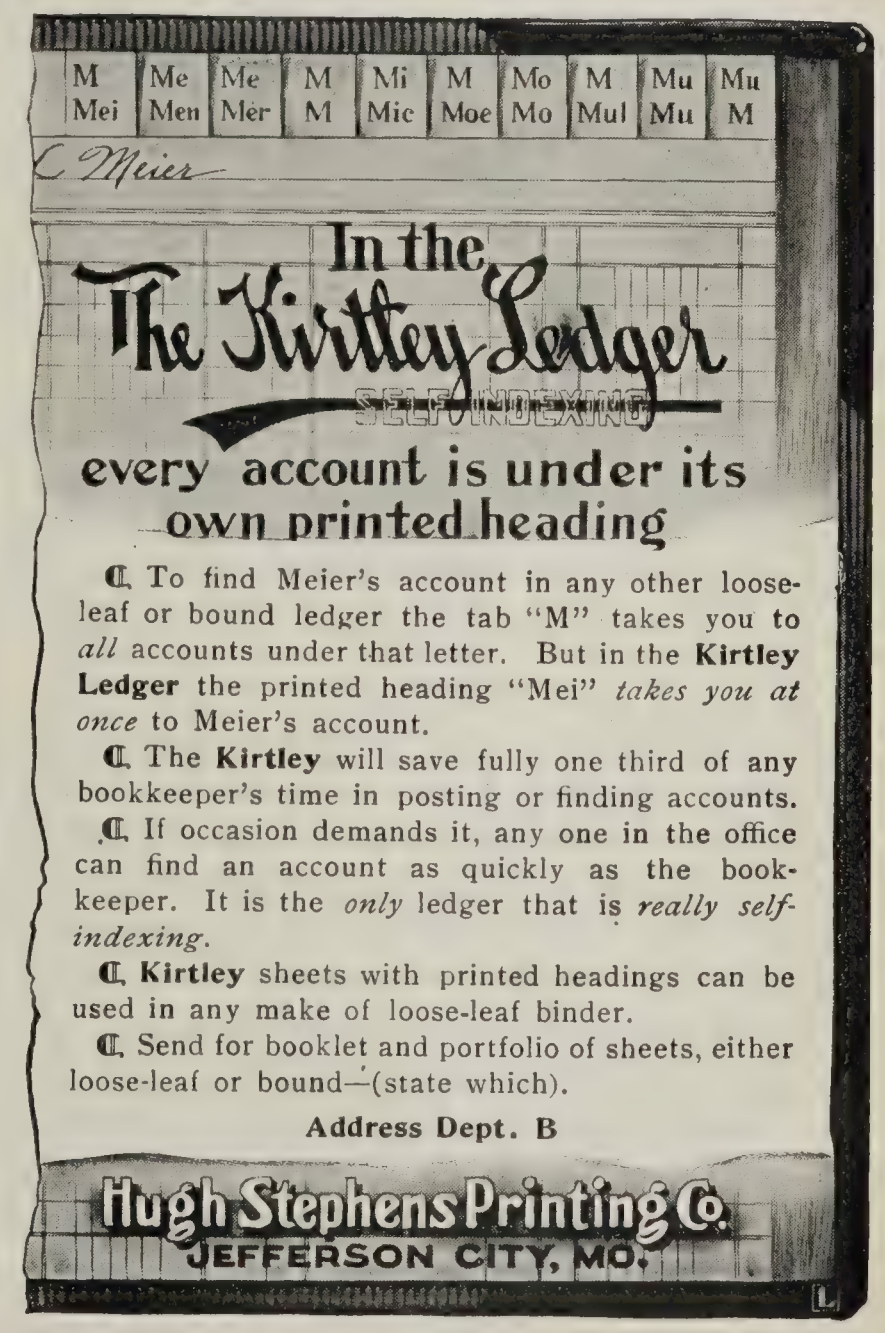
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The Business Man and His Dress

By GEO. L. LOUIS

NOTE.—Readers are invited to write to this department for any further information desired on the dress question. Mr. Louis will answer questions personally by mail or through the columns of our magazine according to request.

THE calcium's glare is not suddenly shifted away from the business man after his hours of business have ended; nor can he then relax from his diligence in catering to the public.

For the business man is a quasi-public personage and the spot light follows him more or less even when not engaged in his commercial enterprise.

From these premises, the logical deduction is made that the business man's dress should receive as thoughtful consideration and be as carefully studied for the formal and semi-formal occasions as it is during business hours.

We are confronted with the same question of dress ethics and the importance of dress to our commercial success after business hours as well as during them.

A man who wears a correct business garb cannot call himself well dressed unless his evening costume is also faultless.

For formal and semi-formal afternoon events, the club, dinner and formal evening wear, there are certain prescribed forms of attire.

For such occasions we dress either the right way or the wrong way. There is no half way course.

For business wear, as long as one's attire is unobtrusive and becoming, one may wear almost any article of apparel whether it is the prevailing fashion or not; but evening dress allows no deviations from its fixed rules.

Just as the law assumes a plaintiff is innocent until proven guilty, it is best to give the violators of the formal and informal dress code the benefit of a doubt and assume that they commit breaches of etiquette because they are ignorant of its true forms; not that they disobey these dress injunctions with "malice aforethought."

For in truth nowhere else is there seen such a misconception or at least disregard for the proper form of dress as in that worn at formal and semi-formal evening affairs.

I would far rather see a man dress in a neat black sack suit with clean white linen at an evening dress function—a man who makes no pretentions whatsoever—than to behold one who attempts to wear ceremonious garb and commits inexcusable errors of dress etiquette and wears the wrong combination of dress accessories. No offense is too small to throw one's entire attire out of gear. Wearing the wrong hat, cravat, jewelry or waistcoat are each sufficient in themselves to do this.

A description with illustrations of the proper attire for formal and semi-formal afternoon events was detailed in a previous issue of this magazine. The time, place and how to wear the morning or cutaway and frock coats and the accessories which accompany each costume has been given; so I will take up the Tuxedo or evening jacket as it is often called and swallow tail or full dress garments.

In the first place the Tuxedo and the evening dress coats are intended for distinctly different purposes.

The former is for all informal evening events, such as the home dinner, the club, stag, etc.; the latter is for formal dinners, evening weddings, dances and receptions.

But the distinction is generally ignored and these two forms of evening dress are worn indiscriminately at both formal and informal occasions.

The fault does not lie so much with the use of the full dress as it does with the misuse of the evening jacket, which is commonly worn at ceremonious evening events.

Unless it is strictly an informal or home dinner, the Tuxedo should not be worn in the presence of ladies. This is an edict of evening dress that is generally disregarded; at formal receptions, dinners and theaters we can see almost as many Tuxedos as full dress garments. The men who observe this important point show plainly that they are "to the manner born."

From its quiet coloring effect of black and white to every detail of its design, evening dress is extremely simple and is



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CIGARETTES



are, you would not be satisfied with those sold in the shops,

Our Cigarettes are **HAND MADE,** of purest Turkish and Egyptian tobacco and are positively free from adulteration. Each cigarette is marked with your monogram, crest or other design, and for this there is no extra charge. The quality of our cigarettes is better—the price no higher—than the shop article and

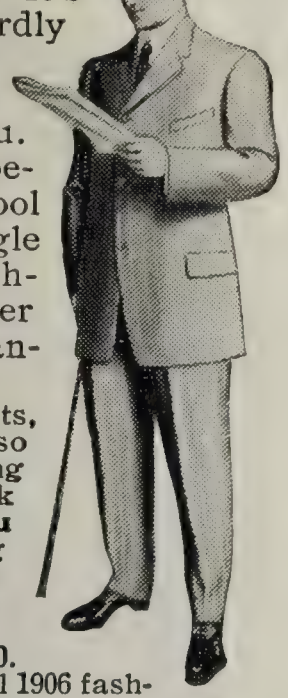
The Marking Doesn't Cost You Anything

In order to get new customers, we are offering 200 cigarettes—cork, plain or straw tip, highest grade and marked with monogram—for $4.00, larger size $5.00. For the holiday season we will pack them in a specially designed humidor of metal paper with cushioned top and inner partition of tin. This makes an attractive gift and is the best container for cigarettes on the market.

We could not afford to make this offer if we did not believe that the quality of our cigarettes would bring duplicate orders. Booklet all about made-to-order cigarettes free.

PINKUS BROTHERS, No. 56 NEW ST., Dept. C, NEW YORK CITY

Order Your Fall Suit
From the Wholesale Maker



SEND for samples **today** and get started now in dealing direct with the **wholesale** tailor. It's a **big** advantage, you can hardly realize what a substantial saving you make and what clothes satisfaction it means to you. Just now we are making a specialty of a black, fine, pure, all wool Thibet Suit, at only $10.00, single and double breasted style, without doubt the greatest value ever offered, materials and workmanship guaranteed absolutely.

You can't tell it from $20 and $30 suits, the cloth is so fine and it's tailored so perfectly; Venetian silk finished lining all the way through. **$10** is all we ask for it, and when we send it, mind, **you** are to be the judge, not we. Also a big line of higher and lower priced fabrics for suits **and Overcoats.** Perfect fitting striped and plain worsted and cassimere trousers at $2.50, $3.00 and $3.50.

Samples, measurement blank, Fall 1906 fashion plate and tape line, all sent **at our expense.** It will astonish you what a benefit it is to deal direct with the wholesale maker. $10 will do the service of $20. Better send for samples right now while you are thinking of it. **Don't delay.** Address

FELIX KAHN & CO. Established 1882
Market & Van Buren Streets, Dept. T, CHICAGO

We will fill orders direct from every town where not already represented by local dealer. AGENTS WANTED EVERYWHERE.



by those who know where they get the most for their money. Made of one piece of metal. Easy to button and unbutton. Stay buttoned. They outwear any other button, and the rolled plate never wears off like other plated buttons. Also made in gold and sterling. If damaged in any way, exchange it for new one.

At all jewelers and haberdashers.
Send for story of Collar Button.

KREMENTZ & CO.,
65 Chestnut Street,
Newark, N. J.



THE FULL DRESS COAT.

minus any tendency towards frills and fluffs.

The changes that are introduced in this garment as well as on the Tuxedo never depart radically from the forms which the many years of indorsement have outlined.

I give here a chart of the correct apparel and accessories to be worn at formal and informal evening occasions.

As far as the different forms mentioned are concerned, this chart will permit of no variations, the only changes that occur from season to season are in the minor details of design on the garments themselves.

FORMAL EVENING DRESS.

Coat—Evening dress coat.
Waistcoat—White pique or linen, single or double breasted or of same material.
Trousers—Same as the coat, the outer seam trimmed with silk braid.
Shirts and Cuffs—White, plain or pique. with attached cuffs.
Collar—Poke or lap front shapes.
Cravat—Broad end white tie.
Gloves—White with black stitching.
Jewelry—Pearl or moonstone studs and links.
Hat—Silk for receptions or dinners, Opera for theater.
Boots—Varnished calf skin or patent leather with buttoned tops; patent leather pumps for dances.

INFORMAL EVENING DRESS.

Coat—Evening jacket of black or Oxford.
Waistcoat—Same as coat, white or gray, single breasted.
Trousers—Same as jacket.
Shirts and Cuffs—White, plain or pleated, with attached cuffs.
Collar—Wing or fold.
Cravat—Broad end black or gray tie.
Gloves—Gray suede or tan.
Jewelry—Pearl or moonstone studs and
Hat—Derby, straw or Tuxedo.
Boots—Varnished calf skin or patent leather, button tops or ties.

Although, as mentioned in this chart, the waistcoat of the same material as the coat and trousers may be worn, a waistcoat of different material is much preferred for both ceremonious and informal wear.

In the first place the effect is too somber and monotonous; there's too much black with waistcoat of same material; and secondly, butlers, waiters and other servants wear the black waistcoat, and it is advisable to distinguish between master and servant by this means.

The white waistcoat is for ceremonious dress particularly and is not usually worn



THE TUXEDO.

Bull Dog 50¢ SUSPENDERS



OUTWEAR THREE ORDINARY KINDS

Better, more comfortable, easier than any other suspender. LIGHT or HEAVY weights, or extra long at no extra cost, with sweat-proof, non-rusting buckles, unbreakable, pliable leather ends and shoulder straps that stand wear and tear. **BULL DOG SUSPENDERS** make gifts that every man and boy will appreciate.

ATTRACTIVELY BOXED IN SINGLE PAIRS FOR THE HOLIDAYS

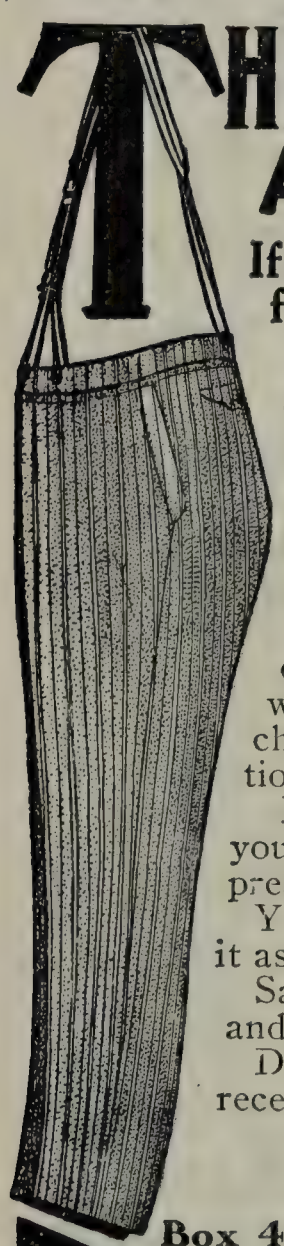
SOLD BY ALL DEALERS, or by mail, postpaid, for Fifty Cents—MONEY BACK IF THEY DON'T SATISFY.

HEWES & POTTER,
Largest Suspender Makers in the world.
Dept. 5, 87 Lincoln St., Boston, Mass.

Our handsome, refreshing BULL DOG SUSPENDER COMB AND CASE mailed postpaid, for Ten Cents. Instructive Booklet, "Style, or How to Dress Correctly," sent free to all who mention this paper.



THEY WON'T BAG AT THE KNEES



If you use my patented device for your trousers.

It absolutely prevents bagging at the knees and retains the original creases indefinitely.

I am a tailor of forty years' experience, and this invention is the result of years of study.

With this device it is not necessary to pull up your trousers when sitting down, as they mechanically assume the best position for keeping their shape.

It adds to the wear and life of your trousers and saves cost of pressing.

Your mother or wife can apply it as easily as your tailor.

Saves trousers, time, money, and adds to your appearance.

Designs and instructions sent on receipt of 50c. Write today.

EUGENE EVERARD,

Box 486, Rochester, N. Y.

THE COLLAR OF STYLE, COMFORT and LONG WEAR

for men who want what is right, at a price that is just

London Town Brand Linen Collars

They are made of "**LINEN**"—4-ply—are collar-shrunk (not piece-shrunk) by the London Town process; come in ¼ sizes; actually the 25c. quality at

2 for a Quarter

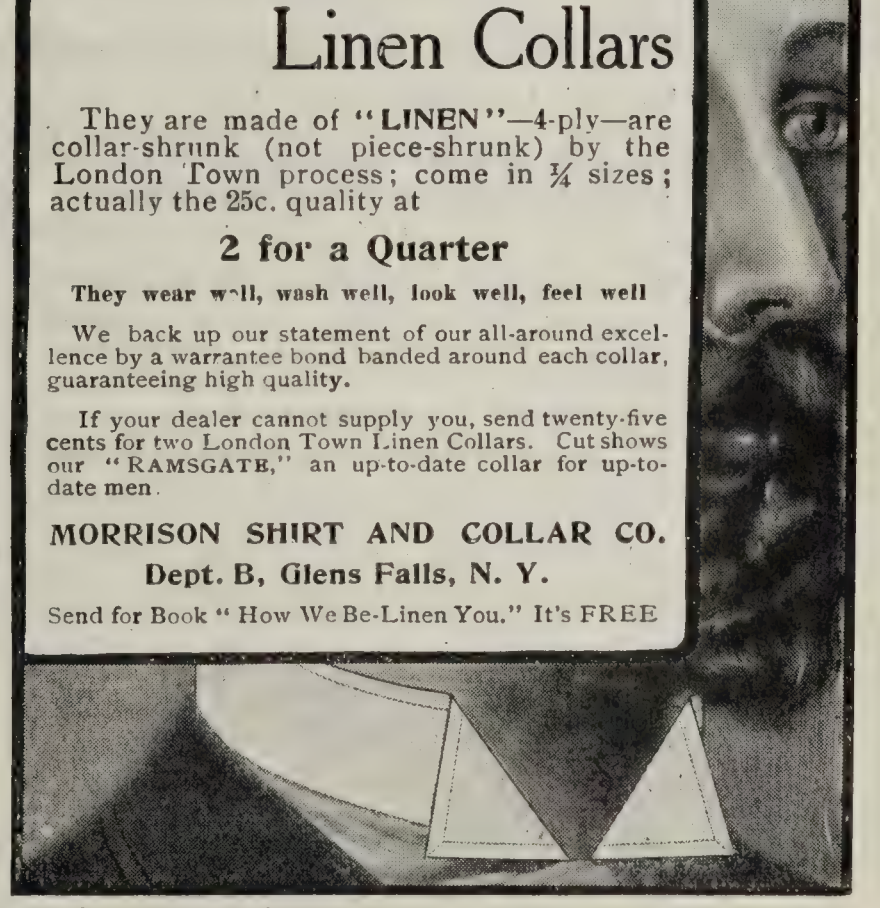
They wear well, wash well, look well, feel well

We back up our statement of our all-around excellence by a warrantee bond banded around each collar, guaranteeing high quality.

If your dealer cannot supply you, send twenty-five cents for two London Town Linen Collars. Cut shows our "RAMSGATE," an up-to-date collar for up-to-date men.

MORRISON SHIRT AND COLLAR CO.
Dept. B, Glens Falls, N. Y.

Send for Book "How We Be-Linen You." It's FREE



with the Tuxedo, although I would not call it improper to do so.

None other than the poke or lap front style collar should be worn with the full dress. The wing is worn by many men, but is not good form.

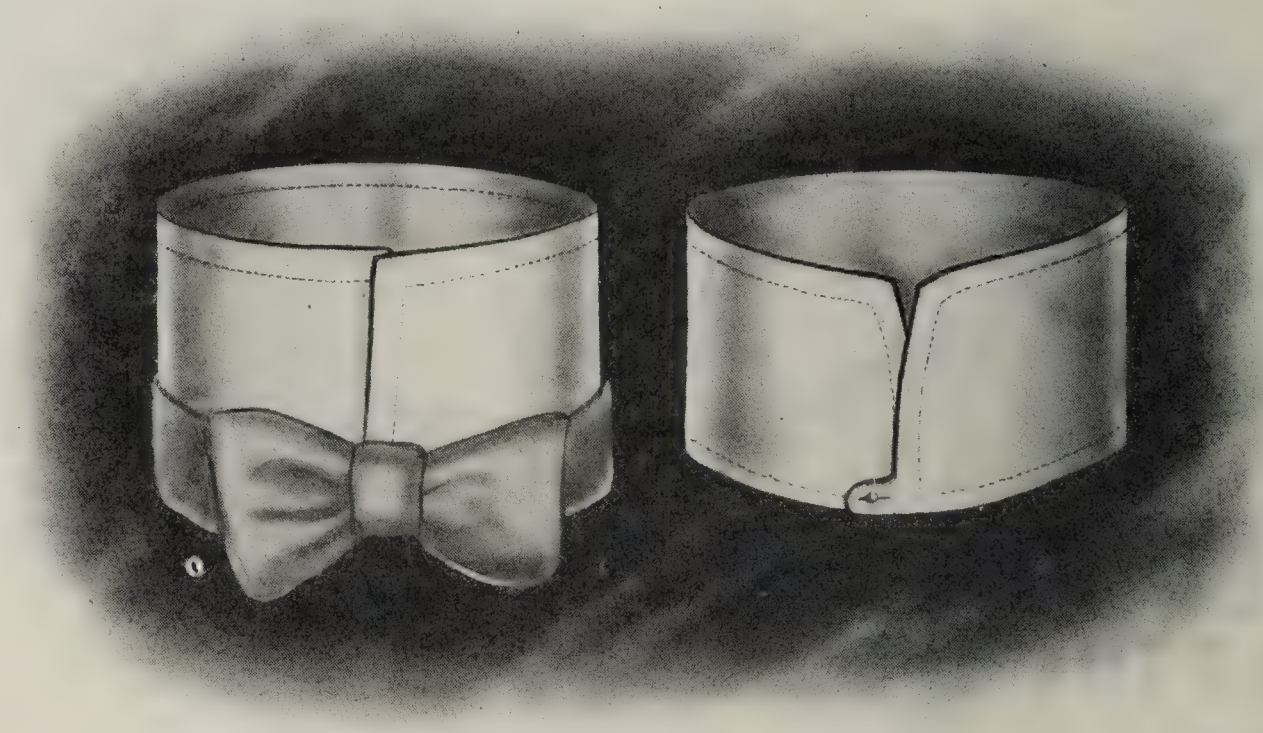
The black tie is highly out of place with the full dress garment; wearing any other jewelry save the pearl or moonstone is also bad form. Diamonds on men are vulgar. Neither fob or chain are displayed, the watch being concealed in vest or trouser pocket.

Wearing the Opera hat to dances, receptions and dinners is also bad form; the Opera hat is particularly for the theater.

tire and had no earthly excuse for their existence, were received skeptically by the conservative dresser and soon disappeared.

For dress garments, worsteds, either smooth or unfinished are the correct fabrics.

As far as the minor items such as length of lapel, the full or half facing thereof, the number of buttons on coat, both in front and on sleeves, almost every tailor will offer models that vary in some particular; but no matter what these incidental changes may be, the dress coat is always a close-fitting garment. The shoulders are to follow the lines of the body and are not padded to any extent and the tails should reach to the knee.



POKE AND LAP FRONT COLLARS FOR CEREMONIOUS DRESS.

The noticeable growing popularity of the self-figured and pique shirts shows a tendency to vary from the staid simplicity that has distinguished full dress attire for so many years. Yet I doubt if any decided changes toward livening up ceremonious dress will be acceptable for a long time yet to come.

Personally, I see no reason why our evening costume should be altered; its color, simplicity and graceful lines are highly commendable and make a pleasing, harmonious background for the lighter, brighter attire of the weaker sex at dances and receptions.

Some of our smart tailors, backed by indulgent patrons, attempted recently to introduce velvet collars and blue cloth for full dress purposes. These innovations, which in no way enhanced the evening at-

The trousers, which should measure about 20½ at the knee and about 17 at the bottom, have braid at outer seam. Some tailors, I see, are introducing two narrow braids instead of one on their new models.

The waistcoat can be either "U" or "V" shape; the latter is worn mostly with the evening jacket. The matter of buttons, whether three or four; the pockets, whether two or four, rests entirely with the inclination of the wearer.

For informal evening wear we are allowed a greater latitude. This is as it should be, for the Tuxedo is a sort of evening lounge jacket, and as such, should permit of more ease and comfort.

Here gray enters as a factor in the color scheme. The cravat, waistcoat and evening jacket can properly be of this tone.



A Useful Present in a Handsome Picture Holiday Box

A Gift that will Please Any Man

50 Cents

President Suspenders

The suspenders that most men wear are the kind to buy for Christmas presents. When you buy President Suspenders you make no mistake. Presidents are preferred by so many men, being the strongest and the most comfortable of all suspenders.

It is always satisfying to know you selected an appropriate and useful present. President Suspenders in an attractive picture box will please any man.

Father, Brothers, Cousins, and Nephews—all will like President Suspenders. It won't cost much to give each a pair. President Suspenders in a Holiday box cost only **50 Cents.**

We have another Holiday gift Combination Box containing a pair of President Suspenders and a pair of Ball Bearing Garters for 75 cents.

If your home dealers have none, you can by of us by mail. We pay postage.

The President 1907 Art Calendar, 5 parts, 10 colors, includes four 8x12 inch pictures of strikingly beautiful types of American Womanhood. No printing on pictures The prettiest calendar you ever saw. Postpaid 25 cents.

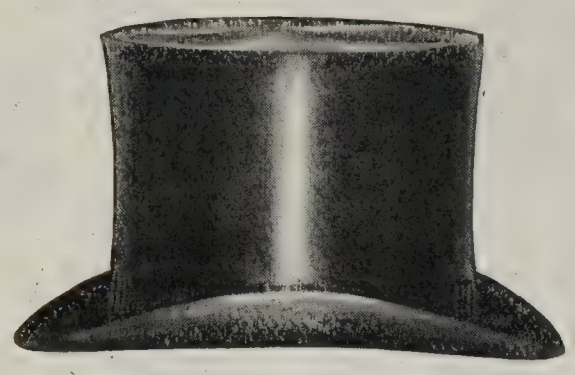
THE C. A. EDGARTON MFG. CO., 505 MAIN STREET SHIRLEY, MASS.

Please mention The Business Man's Magazine when writing to advertisers.

The commonest errors that are seen with the Tuxedo are wearing the poke and lap collar, white tie and silk Opera hat. This brings about a mixture of formal and informal dress that is far from pleasing and not at all proper.

Wearing black studs to show mourning is also highly out of place.

I mention this matter as only recently I



SILK HAT FOR FULL DRESS.

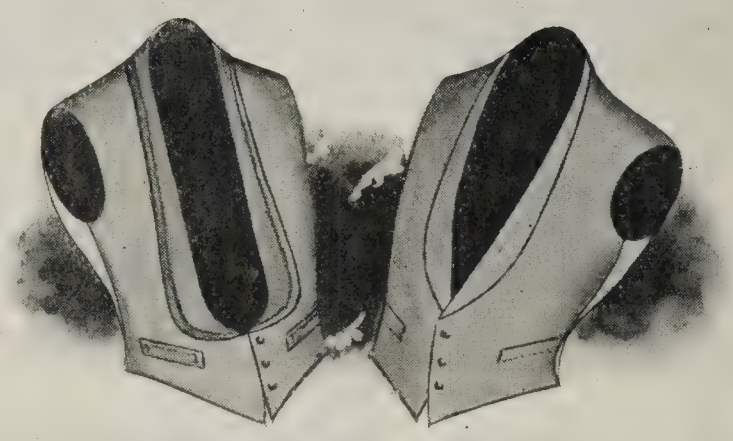
saw a gentleman with black studs at an evening function.

To parade the fact that one is in mourning is something that no one with any claim to refinement and gentility will indulge in; but to appear at a social event with any mourning ornamentation is decidedly improper.

While on this subject, let me say a word about the use of the crepe band around the arm which is seen so frequently. This is another way of publishing the fact that one is in deep mourning; although I doubt if the people who thus court attention and sympathy would continue to do so if they knew that in England, where this custom originated, the arm band crepe is worn only by men servants when a death occurs in a household where they are employed.

With the full dress garment the Chesterfield overcoat or any overcoat with the skirt effect can be worn. The Chesterfield is also appropriate to accompany the Tuxedo.

Business men—and when I refer to business men, I include professional men, bankers, brokers as well as men with commercial undertakings—should study the question of evening attire carefully.



FULL DRESS AND TUXEDO WAISTCOATS.



We never sell tobacco through dealers, but always direct to smoker in perfect condition.

A NEW DELIGHT

awaits the smoker who has not discovered the exquisite aroma of

FRENCH'S MIXTURE

THE ARISTOCRAT OF SMOKING TOBACCO

It pleases instantly and satisfies continuously. Only the choicest grades of ripe and mellow North Carolina Red and Golden Leaf are used. Blended by hand with a care that shames ordinary machine methods. Pure, fresh, clean and always in perfect condition because it is sold only

Direct from Factory to Smoker

Rich, fragrant, deliciously mild and **Never Bites the Tongue.**

Send 10 cents, silver or stamps, for large sample pouch and booklet.

FRENCH TOBACCO CO.
Dept. 18. Statesville, N. C.

SOMETHING FOR MEN ONLY

An 18 x 14 x 6 Solid Oak, Golden or Weathered Finish

SHAVING CABINET

8 x 10 French Plate Mirror made to hang or stand. Packed and shipped for

$3.00

Your money back if not entirely satisfactory.

CLEVELAND NOVELTY CO.
1662 Columbus Road
CLEVELAND - - OHIO

"Just the Thing for Christmas"



GEM NAIL CLIPPER

LASTS FOR YEARS

In their manufacture only the highest grade steel is used.

Trims in perfect crescent, enabling you to clip your nails and remove hangnails. By mail 25 cts. Sterling silver handle $1.00

25¢

THE H. C. COOK CO.
91 Main St.. Ansonia, Ct.

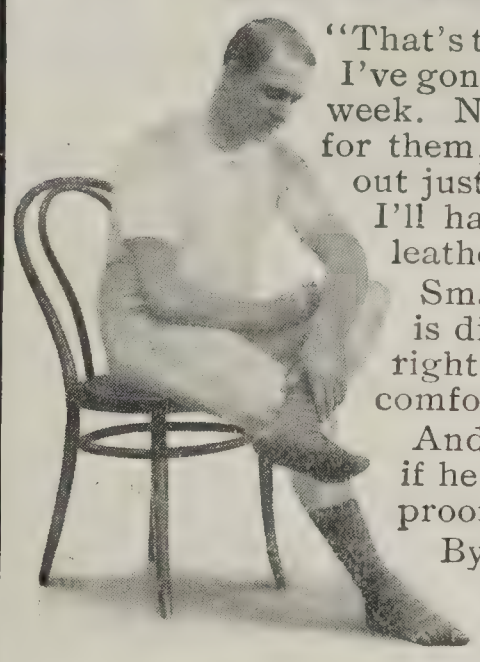
The "RADIUM"

$1.50

A Razor Strop that you may absolutely rely upon to produce a perfect edge

KOKEN BARBERS' SUPPLY CO. *Makers.*
2526 OHIO AVE. - ST. LOUIS

Are Your Sox Insured?



"That's the second pair of sox I've gone through inside of a week. No matter what I pay for them, they seem to wear out just as quickly. Guess I'll have to start wearing leather stockings."

Small wonder our friend is disgusted. He has a right to expect value and comfort for his money.

And he would get it, too, if he only knew of Holeproof Hosiery.

By a new process of combining certain yarns, we are able to manufacture hose which are not only most comfortable and attractive in appearance, but which we guarantee *to wear six months without holes.*

OUR GUARANTEE:

"We guarantee to any purchaser of Holeproof Sox or Holeproof Stockings that they will need no darning for 6 months. If they should, we agree to replace them with new ones, provided they are returned to us within 6 months from date of sale to wearer."

You pay no more for them than the ordinary kind, but get five to ten times longer service.

Holeproof Hosiery

Guaranteed to Wear for Six Months Without Holes

Men's Holeproof Sox

Fast colors—Black; Black legs with white feet; Tan (light or dark); Pearl and Navy Blue. Sizes 9 to 12. Egyptian Cotton (medium or light weight) sold only in boxes coutaining six pairs of one size—assorted colors if desired—6 month's guarantee ticket with each pair. Per box of six pairs. **$1.50**

Women's Holeproof Stockings

Fast colors—Black; Black legs with white feet and Tan. Sizes 8 to 11. Extra reinforced garter tops. Egyptian Cotton, sold only in boxes containing six pairs of one size—assorted colors if desired—six month's guarantee with each pair. Per box of six pairs..... **$2.00**

How To Order

Most good dealers sell Holeproof Hosiery. If your's doesn't, we'll supply you direct, shipping charges prepaid upon receipt of price. Look for our trade mark—don't let any dealer deceive you with inferior goods.

Holeproof TRADE MARK Hosiery

Write for Free Booklet

If you want to know how to do away with darning and discomfort, read what delighted wearers say. The booklet is free for the asking.

HOLEPROOF HOSIERY COMPANY
512 Fowler Street Milwaukee, Wisconsin



PARKER'S HAIR BALSAM

Cleanses and beautifies the hair.
Promotes a luxuriant growth.
Never Fails to Restore Gray Hair to its Youthful Color.
Cures scalp diseases & hair falling.
50c, and $1.00 at Druggists

Practical Accounting

University of the State of New York, C. P. A. Examination, January, 1901

By GUSTAVE JACOBSSON, B. A.

Member of the American Association of Public Accountants

QUESTION 1.

THE American Gas Light Company had operated a gas plant since the beginning of the year 1896. For the purpose of acquiring this industry, the National Gas Company was organized April 1st, 1899, with a capital of $100,000, and after purchasing all of the capital stock of the American Company, issued $100,000 of first mortgage 6 per cent gold bonds, dated April 1st, 1899, due April 1st, 1929, interest payable January 1st and July 1st of each year.

In acquiring the stock of the American Company, paying organization expenses, etc., the National Company used all its capital stock and $90,000, first mortgage bonds, holding in reserve $10,000 of bonds for improvements.

Make the necessary journal entries to open the books of the new company and prepare a balance sheet dated June 30, 1899.

Also prepare a profit and loss account showing the average annual results of the operations of the old company.

January 30, 1899, the two companies were united by a certificate of merger and new books were opened. The accounts of the American Gas Light Company had not been closed at any time during that company's existence, and the date of the merger stood as follows:

Land, Buildings, Machinery, Mains and Franchises	$ 82,360.73	Capital	$ 50,000.00
Materials and Tools	1,856.30	Bills Payable	5,000.00
Coal (including freight)	47,540.45	Accounts Payable	2,679.81
Labor	50,668.73	Gas Account	157,683.33
Repairs	13,872.46	Coke Account	6,210.69
Water and Supplies	3,869.39	Tar Account	4,500.54
Superintendence	3,500.00		
Salaries (clerks and collectors)	5,600.00		
Office Expenses	2,100.00		
Insurance	1,435.00		
Taxes	4,237.10		
Interest	1,450.40		
Cash	2,251.47		
Consumers' Accounts	3,210.44		
Other Accounts Receivable	2,121.90		
	$226,074.37		$226,074.37

The inventory was as follows:

Coal	400
Coke	150
Tar	100
	650

SOLUTION I.

MANUFACTURING ACCOUNT, JUNE 30TH, 1899.

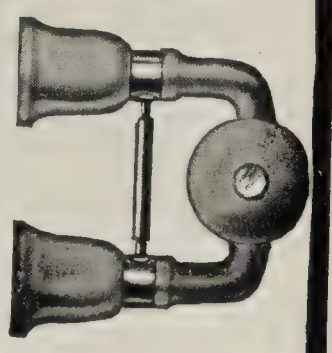
Coal	$ 47,540.45	Manufacturing Cost transferred to Trading Account	$124,473.13
Labor	50,668.73		
Repairs	13,872.46		
Water	3,869.39		
Superintendence	3,500.00		
Insurance	1,435.00		
Taxes	4,237.10		
	$125,123.13		
Less Inventories:			
Coal	$400		
Coke	150		
Tar	100		
	650.00		
Manufacturing Cost	$124,473.13		$124,473.13



Throw your Glasses away

All Refractive Errors, Muscular Trouble, and Chronic Diseases of the Eye are Successfully Treated by Scientific Massage. Two minutes night and morning.

¶ If you have trouble with your eyes for any reason whatsoever, we want you to write us to-day, and we will send to you by return mail our **Illustrated Treatise on the Eyes.** This work, produced at great expense, contains a wealth of valuable and novel information, and is fully illustrated.



¶ **The Ideal Sight Restorer** treats the eye in Nature's own way, with simple massage. Hundreds of people have forwarded unsolicited testimonials to us, and no doubt among them is some one in your city or town who has used **The Ideal Sight Restorer** with gratifying results. Do not fail to write us to-day for our literature. It is absolutely free.

THE IDEAL COMPANY, Dept. G, 239 Broadway, New York

EVERY LETTER AN ORIGINAL

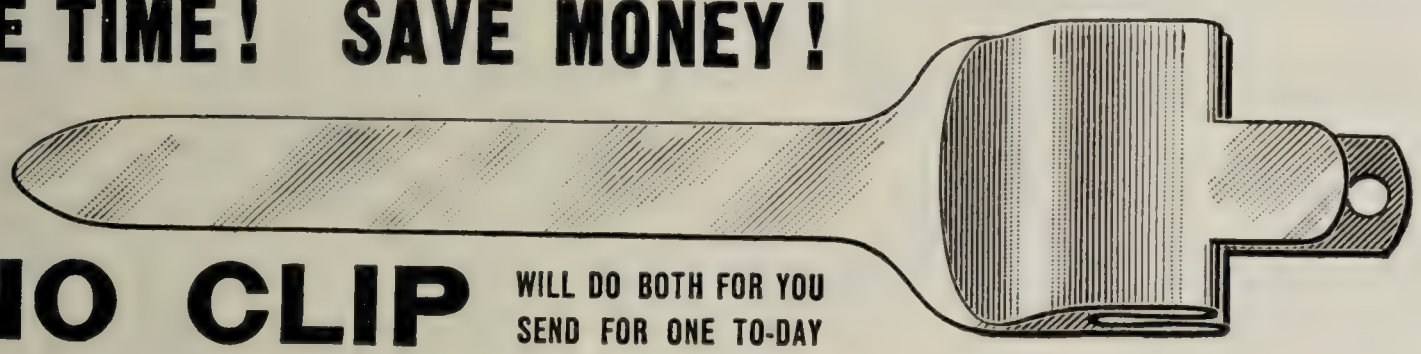
BEYOND DETECTION

It took me *years to perfect* my process of imitating typewritten letters perfectly, but you get the benefit at low cost. "Fill-in" ribbons *without charge.* Free samples and low prices prove what I say.

JOHN ROGAN, Circular Letter Specialist

19 Main Street, East **ROCHESTER, N. Y.**

SAVE TIME! SAVE MONEY!



PRICE 15 cts

SPECIAL PRICES FOR QUANTITY

UNO CLIP

WILL DO BOTH FOR YOU SEND FOR ONE TO-DAY

See our Exhibit at NEW YORK BUSINESS SHOW

M. L. SENDERLING

622 WEST 47TH STREET **NEW YORK CITY, N. Y.**



CLINCH CLIPS

15¢ Per 1000 IN QUANTITIES.

CHEAPER THAN PINS

¶ "Clinch Clips" the quickest, cheapest and best Clip on the market. 250, 10 cents postpaid; 1,000, 30 cents postpaid; 5,000 $1 25 postpaid; 25,000, 15 cents per 1000, F. O. B. Buffalo; 100,000 or more, 12½ cents per 1,000, F. O. B. Buffalo. Always in stock.

THE AMERICAN EMBOSSING CO.

SENECA BUILDING **BUFFALO, NEW YORK**

Please mention The Business Man's Magazine when writing to advertisers.

TRADING ACCOUNT.

Manufacturing Cost	$124,473.13	Sales	$157,683.33
Gross Profits to P. S. Accounts	43,921.43	Gas Account	6,210.69
		Coke Account	4,500.54
		Tar Account	
	$168,394.56		$168,394.56

PROFIT AND LOSS ACCOUNT.

Salaries	$ 5,600.00	Gross Profits	$ 43,921.43
Office Expenses	2,100.00		
	$ 7,700.00		
Ordinary Business Profits, balance down	36,221.43		
	$ 43,921.43		$ 43,921.43

NET PROFITS ACCOUNT.

Interest	$ 1,450.40	Balance down	$ 36,221.43
Net Profits to surplus account	34,771.03		
	$ 36,221.43		$ 36,221.43

II.

Average Annual Results: $9,934.60 profits.

$$\text{i. e.} \frac{3477103 \times 2}{7} = \$9{,}934.60$$

III.

Journal entries to open books of new com pany.

A.

BALANCE SHEET OF OLD COMPANY AFTER CLOSING BOOKS.

Land, Buildings, Machinery, Mains and Franchises	$ 82,360.73	Bills Payable	$ 5,000.00
Materials and Tools	1,856.30	Accounts	2,679.81
Inventories	650.00	Capital Stock	50,000.00
Consumers' Accounts	3,210.44	Surplus	34,771.03
Other Accounts Receivable	2,121.90		
Cash	2,251.47		
	$ 92,450.84		$ 92,450.84

B.

OPENING ENTRIES OF NEW COMPANY.

Sundry Assets, as per balance sheet	$ 92,450.84	To Liabilities, as per balance sheet	$ 7,679.81
Capital Stock: Old Company under merger. This is new treasury stock of new Company	50,000.00	To Capital Stock, new	100,000.00
		To Capital Stock, old	50,000.00
Treasury Bonds	10,000.00	To Bonds	90,000.00
Organization Account	106,578.97	To Interest on Bonds	1,350.00
		6% on $90,000 = $5,400 and three months = 1,350	
		Reserve Account	10,000.00
	$259,029.81		$259,029.81

CONSOLIDATED BALANCE SHEET, AS AT JUNE 30, 1899.

Sundry Assets	$199,029.81	Liabilities	$ 7,679.81
Treasury Stock	50,000.00	Capital Stock	150,000.00
Treasury Bonds	10,000.00	Bonds	90,000.00
		Bond Interest	1,350.00
		Reserve Account	10,000.00
	$259,029.81		$259,029.81

UNIVERSITY OF ILLINOIS.

C. P. A. EXAMINATION, MAY, 1905.

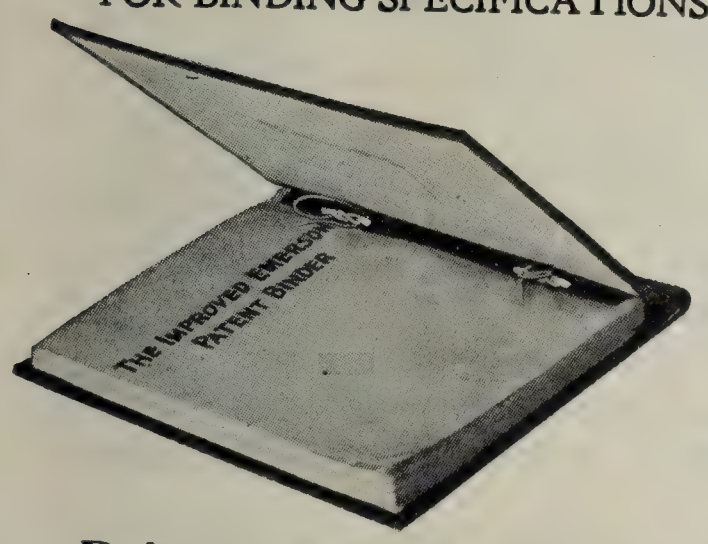
QUESTION 3.

3. The "A" corporation to prevent injurious competition purchases from the "B" corporation, a competing firm, the whole of its business as a going concern on January 1, 1905, for $500,000, subject, however, to certain conditions stated below.

The "B" corporation agrees to continue trading under its old management on behalf of and at the expense of the "A" corporation until December 31, 1905, when if the profits earned amount to less than $40,000 the "A" corporation reserves to itself the right to cancel the agreement for purchase on payment of the difference between the earnings for the year and $40,000.

The Improved Emerson Binder

FOR BINDING DRAWINGS
FOR BINDING BLUE PRINTS
FOR BINDING SPECIFICATIONS



Prices from 50c. up

¶ The only satisfactory binder on the market for these purposes.

IT is hard to tell a man in such limited space as this of the merits of the EMERSON BINDER—why it is the **best all-around** binder on the market and lastly WHY we know these things.

But our new catalog **does tell fully** why we are so sure of these statements.

It tells you in a short, convincing way of the good points of the EMERSON BINDER.

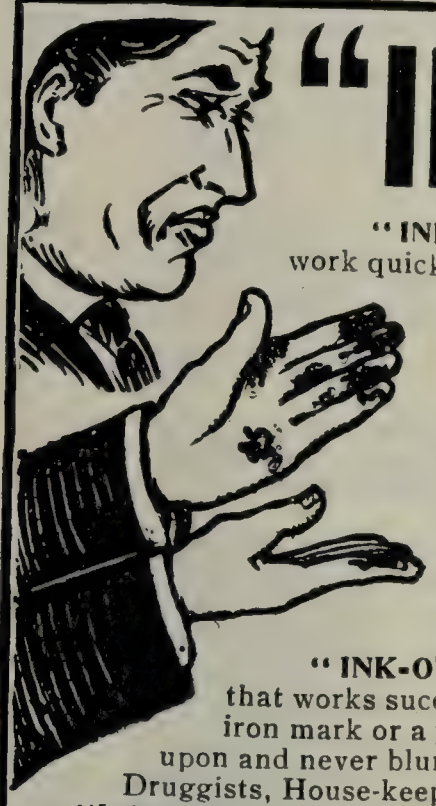
It tells WHAT the EMERSON will do and WHY it will do it—WHY it binds one sheet as firmly and perfectly as 500 or 1,000.

WHY it is adapted to so many different uses and WHY we can afford to sell it at the figure we do.

Tear out this ad and mail to us TO-DAY and our out-of-town salesman will be sent to you at once.

The Barrett Bindery Company

178 Monroe Street
Chicago, Illinois



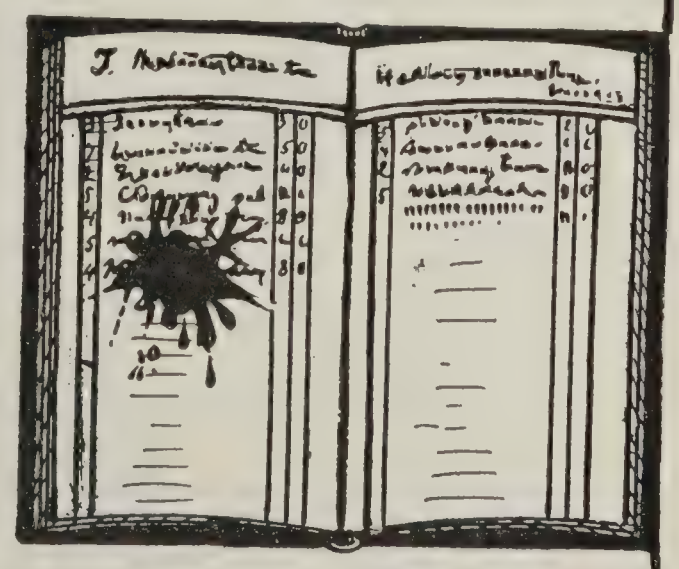
"INK-OUT" Nature's Ink Eradicator and Stain Remover

"INK-OUT" will remove those stains which ruin books and make hands unsightly. Does its work quickly and simply, and without injury; will instantly cleanse Paper, Linen, Leather or the most delicate skin, positively removes Ink Stains, no matter how long standing. Also removes Mildew, Iron Rust, Arnica, Laudanum, Iodine and all Fruit and Berry Stains from fabrics. Is absolutely harmless and never fails.

"INK-OUT" keeps its strength in any climate and may be absolutely depended upon at all times. No, we have not improved "Ink-Out" but we have improved the way of using it. We have thousands of testimonials from pleased customers all over the world.

"INK-OUT" is now being used by the offices of the Pennsylvania Railroad; Cramp's Ship Yard; Baldwin Locomotive Works; City Hall, Philadelphia, Pa.; Great Northern Railroad; Krupp's Gun Works, Germany, and other institutions in this and other countries.

"INK-OUT" has proven to be the only Ink Eradicator that works successfully on foreign inks and does not leave an iron mark or a yellow stain on white paper. Can be re-written upon and never blurs. Especially useful to Book-keepers, Clerks, Druggists, House-keepers, Dyers and Scourers, and Photographers, as "Ink-Out" removes Pyro Stains from the hands without injury.



PRICE, 25 CENTS PER BOX

Sent post paid on receipt of price. Satisfaction guaranteed or money refunded. Each bottle good for 2,000 erasures.

Stationers, Druggists and Dealers everywhere:—We are doing an immense amount of general advertising, which is creating a local demand on *you*. Be prepared to fill it. If your dealer cannot supply "INK-OUT," send his name and 25 cents, stamps or silver, for a box postpaid.

Look for US at THE THIRD ANNUAL **National Business Show,** BOOTH No. 10, MADISON SQUARE GARDEN, N. Y., **Oct. 27 to Nov. 3**

It is better to buy "INK-OUT" than to WISH YOU HAD—'NUF SED!

AGENTS WANTED. STATE RIGHTS FOR SALE

The Adner Laboratory Company

OFFICE AND LABORATORY:
Department B. 5627 Musgrove Street, Philadelphia, Pa.

At December 31, 1905, the profits for the year earned by the "B" corporation amount to $50,000, and the "A" corporation actually takes over the "B" corporation, paying $450,000 in full settlement.

Criticize the following methods of treating the transaction, and state which you consider correct, giving reasons for your opinion.

(A) Debit investment account with $500,000, and credit profit and loss with $50,000 earnings.

(B) Debit investment account with $450,000.

(C) Debit investment account with $500,000 and credit Special Reserve account with $50,000.

It may be taken as an ascertained fact that the assets are fully worth $500,000 at the time of purchase by the "A" corporation.

SOLUTION.

A.

To debit investment account $500,000 is O. K., but crediting profit and loss account with $50,000, depositing the purchase profits would be incorrect; these profits are actually artificial and could be distributed in equal instalments over a number of years for the benefit of present and future stockholders in order to equalize the dividends.

Vide paragraph C.

Proposition A will not do.

B.

This entry will not do; it does not give a clear and proper expression of the whole transaction.

(a) $450,000 would be understating the actual value ($500,000) of the investment, and

(b) it ignores the profits, $50,000, entirely; such profits must appear in some form on the books in order to show the full and correct history of the whole transaction.

C.

This entry gives the correct expression of the purchase.

1. It shows the investment at its actual value.

2. It shows a correct disposition of the profits, i.e., carried to a reserve account to be used at the pleasure of the directors, i.e., to be distributed over a number of years, available for dividends, or kept intact to strengthen the financial position of the company.

UNIVERSITY OF THE STATE OF NEW YORK.
C. P. A. EXAMINATION, JANUARY, 1902.

QUESTION 2.

S and T began business August 1st, 1899, S investing $8,000 and T investing $5,000, gains and losses to be shared equally and no interest allowed on investments or charged on withdrawals. The firm was dissolved May 1, 1900. The books had been kept in a haphazard fashion, but the partners agreed to the following statement which was submitted for settlement. Net debit of S, $9,100; net credit of T, $3,500; cash on hand, $3,400; 10 shares bank stock, (market value $1,100); expense debit, $5,100; profit and loss debit, $3,000; credit, $500. The bank holds the firm's note for $2,000, on which there is accrued interest $60.

Prepare a statement showing the settlement of the partnership affairs of the firm.

SOLUTION.

ASSETS.

S	$2,100	
Cash	3,400	
Bank Stock	1,100	
		$6,600

LIABILITIES.

T	$3,500	
Note and Interest	2,060	
		5,560
Net Profit		$1,040

S ACCOUNT.

Balance	$2,100		
	$2,100		
Balance	$1,580		
		½ Net Profit	$ 520
		Balance	1,580
			$2,100

T ACCOUNT.

		Balance	$3,500.00
		½ Net Profit.	520.00
			$4,020.00

BALANCE SHEET.

Cash	$3,400		
Bank Stock	1,100		
Accounts Receivable, S	1,580		
	$6,080		
		Note and Interest	$2,060
		T Account	4,020
			$6,080

QUESTION 4.

UNIVERSITY OF ILLINOIS.
C. P. A. EXAMINATION, MAY, 1904.

(*Continued from our October No., page* 180.)

Jas. H. Kimball, Drawing Account—	Dr.	Cr.
March 10th, withdrew...	$1,650.00	
June 22nd, withdrew...	1,725.00	
July 15th, paid in.....		$3,000.00

I want DIFFICULT Eye Cases

I want to know of *Seriously* afflicted eyes —cases which are stubborn and especially those which have suffered experiments. It is the *Cure* of such cases that has made my reputation.



America's Master Oculist.

Mrs A. E. Kaufman, Wickenburg, Arizona, had been condemned to a life of blindness by some of the best oculists in the country. Not one of them could promise her any sight whatever. She came to me *BLIND*, she is now *CURED*.

This is but one of the hundreds of cases successfully treated by

The Madison Absorption Method

If your eyes or those of any member of your family are effected, do not delay in writing to me. Even if others have failed, write to me. Describe the case and I will tell you what to do.

NO MATTER WHERE YOU LIVE

Send for my 80 page book, illustrated in colors, on diseases of the eye. It will tell you who I am; what I have done, and what confidence others place in me. It will tell you how I treat every case personally. Be sure to write to me—a postal card will do.

P. C. MADISON, M. D.
Suite 202, 80 Dearborn St. - - Chicago



After Shaving
use
MENNEN'S
BORATED TALCUM
TOILET POWDER



and insist that your barber use it also. **It is Antiseptic,** and will **prevent** any of the skin diseases often contracted.

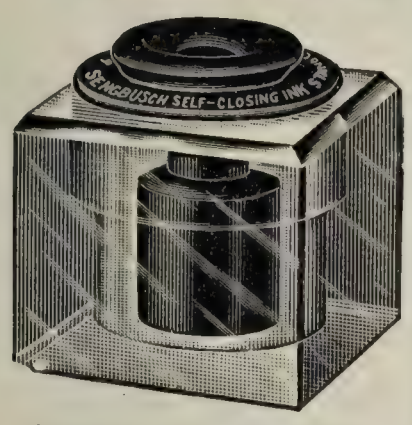
A positive relief for **Sunburn, Chafing,** and all afflictions of the skin. Removes all odor of perspiration. **Get Mennen's**—the original. Sold everywhere or mailed for **25** cents. *Sample free.*

Try Mennen's Violet (Borated) *Talcum.*

GERHARD MENNEN CO., Newark, N. J.

THE SENGBUSCH Self-Closing INKSTAND

15 DAYS' TRIAL
FREE





No. 2—3 in. Cut Glass
Price, $2.00

No. 3—3 in. Plain Glass
Price, $1.75

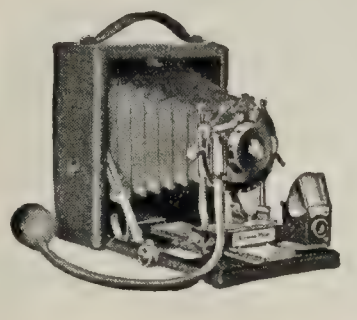
No. 1—3 in.
Price, $1.50

Every man having occasion to sign his name **needs** this inkstand. **No office is thoroughly equipped** unless using them. The name states its chief advantage over all others. It's **self-closing.** That means dust-proof and non-evaporating. The "dip" is always uniform, making it **impossible for pen-holder to become inky.** Ink never spurts and **Inkstand is never out of order.** Filled very easily.

HERE'S THE OFFER: Write your order on your business letter head, also send your stationers' name and address, and we will send you this inkstand on 15 days' FREE TRIAL. If found satisfactory remit price—if not, return at our expense.

SENGBUSCH SELF-CLOSING INKSTAND CO.
B-311 Montgomery Bldg. MILWAUKEE, WIS.

KORONA CAMERAS



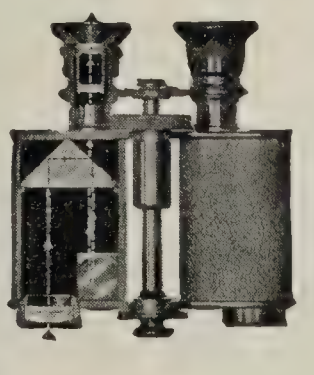
Famous for their Lens equipments and sound principles of construction.

KORONAS
have many advantages entirely their own and they are made to suit every requirement of photographic work.

Sold by Anti-trust dealers only and direct from the factory

IT'S ALL IN THE LENS

25% mail order discount



ONE LOOK THROUGH A TURNER-REICH PRISMATIC BINOCULAR

brings conviction that an ordinary field glass is a waste of money at any price.

GUNDLACH-MANHATTAN OPTICAL CO.
796 Clinton Ave., So. Rochester, N. Y.

October 1st, withdrew.	2,000.00	
Nov. 1st, withdrew....	1,000.00	
Dec. 29th, withdrew....	375.00	
Wm. C. Bagley, Drawing Account—		
June 1st, withdrew....	2,000.00	
Sept. 20th, withdrew...	1,000.00	
Dec. 1st, paid in.....		4,000.00

Geo. R. Pettey, Drawing Account—		
April 1st, withdrew....	356.25	
July 1st, withdrew.....	356.25	
Oct. 1st, withdrew....	356.25	
Dec. 31st, withdrew....	356.25	

Prepare from the foregoing an income account and balance sheet.

SOLUTION.

TRADING ACCOUNT, DECEMBER 31ST, 1903.

Merchandise		$40,425.00	Sales		$57,551.00
Insurance	$162.50		Less—		
Less unexpired	46.75		Interest and Discounts	$1,118.36	
		115.75	Returns and Allowances	1,186.79	
Freight, Cartage and Express		7,458.98			2,305.15
		$47,999.73			$55,245.85
Less—					
Stock in Trade		9,596.40			
Cost of Goods Sold		38,403.33			
Gross Profits		16,842.52			
		$55,245.85			$55,245.85

PROFIT AND LOSS ACCOUNT.

SECTION I.

Expenses	$ 1,147.26	Balance (being Gross Profits carried down)	$16,842.52
Salaries	4,000.00	Interest on Bills Receivable	232.40
Clerk Hire	2,250.00		
Telephone and Telegraph	311.44		
Interest on Bills Payable, % Bagley	150.00		
	$ 7,858.70		
Ordinary business profits carried down to Section II.	9,216.22		
	$17,074.92		$17,074.92

SECTION II.

NET PROFITS.

APPROPRIATIONS.		Balance down from Section I	$ 9,216.22
Reserve for bad debts, 3%	$ 834.50	INTEREST ON DRAWINGS:	
Reserve for 10% advance on inventory values	872.40	Kimball	$176.85
Interest on Capital @ 4%	1,273.50	Bagley	87.90
Kimball's capital acct. $507.00		Pettey	32.07
Kimball's fresh investment 56.40			296.82
$563.40			
Bagley's capital acct. $376.06			
Bagley's fresh investment. 13.60			
389.66			
Pettey's capital acct	320.44		
Net Profits	6,532.64		
Kimball, 45%	$2,939.69		
Bagley, 32%	2,090.44		
Pettey, 23%	1,502.51		
	$ 9,513.04		$ 9,513.04

INTEREST CALCULATIONS.

Interest on Partners' Drawings.

KIMBALL.

Focal Date March 1.

March	10—	10 days	×	1650	= 16500
June	22—	113 days	×	1725	= 194925
October	1—	214 days	×	2000	= 428000
Nov.	1—	245 days	×	1000	= 245000
Dec.	29—	303 days	×	375	= 113625
				6750	998050

998050÷6750=148 days from March 1=July 27, and
July 27 to Dec. 31=157 days; 6% p. a. on $6,750=$176.85



MY BOOKLET IS FREE

to typewriter users. It will tell you more about fast typewriting than you have learned since you began to use the machine. It will tell you how you can increase your speed 40 to 80%; how you can watch your notes and write without ever looking at the keys. It will tell you of the new

TULLOSS TOUCH SYSTEM

and why it is the fastest and yet the most easily learned method of typewriting in the world. It will show you letters from students in every part of the country who have found these things true and easy. It is yours for the asking. Write today.

THE TULLOSS SCHOOL OF TOUCH TYPEWRITING

Dept. 102 Tulloss Bldg., Springfield, Ohio,

The Bookkeeper's choice for

Representative

The Old Bookkeeper.



For 40 years he has been an advocate of one policy

"NO INK LIKE CARTER'S"

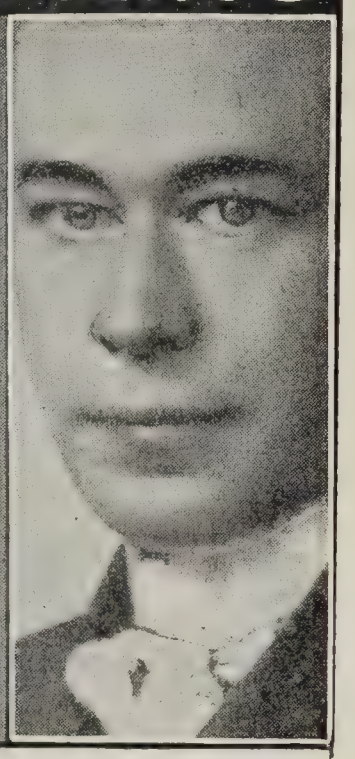
Why not support him?

The Carter's Ink Company

Boston New York Chicago

LEARN TO WRITE ADVERTISEMENTS

Success in Money Making



Earn $25.00 to $100.00 a Week

Your spare moments employed in this pleasant, profitable, and modern study of advertisement-writing will make you a better fitted man or woman to win the business battle. A knowledge of advertising stands for **commercial success.** Taught thoroughly and practically by mail. Send for our handsome prospectus and list of hundreds of graduates holding positions up to $100 per week.

PAGE-DAVIS COMPANY

Address Either Office { Dept. 1124, 90 Wabash Avenue, CHICAGO / Dept. 1124, 150 Nassau Street, NEW YORK



The

BUSY MAN'S LIBRARY

They Tell How $2 Grew Into $250,000.00 Yours for $3.50

The men who wrote these business books have built up the largest mail order businesses of their kind in the world.

And you are to get all the benefits of their years of experience for $3.50.

Now, if these men built up a quarter of a million dollar business by knowing how to succeed, why can't you profit by their experience?

FOR THE BUSINESS MAN:

It will open his eyes to the possibilities of more business.

FOR THE ADVERTISING MAN:

It will increase the percentage of orders from the inquiries his advertising has brought.

FOR THE PROFESSIONAL CORRESPONDENT:

This work will be a constant reference.

All this information is plainly set forth in "*The Busy Man's Library*" Send us a money order, P. O. order, or check for $3.50, with your name and address plainly written. We will send the five books immediately prepaid. If you don't find them worth their weight in gold, send them back.

The Publicity Publishing Co.

88 Wabash Avenue Chicago, Illinois

INTEREST ON FRESH INVESTMENTS.

KIMBALL.

July 15—$3,000 to Dec. 31=169 days, 4% p. a.=$56.40

BAGLEY.

December 1—$4,000, 31 days at 4% p. a. =$13.60

BALANCE SHEET, AS AT DECEMBER 31, 1903.

Cash		$ 1,648.10	
Accounts receivable	$27,816.42		
Less reserve for bad debts.	834.50		
		26,981.92	
Notes receivable, all good		8,640.00	
Interest on same		232.40	
Stock in trade	$9,596.40		
Less reserve	872.40		
		8,724.00	
Fire Insurance, unexpired		46.75	
		$46,273.17	

Notes payable			$10.000.00
Accounts payable			2,692.65
CAPITAL ACCOUNTS.			
KIMBALL			$12,675.00
Add—			
45% profits	$2,939.69		
4% interest	563.40		
Paid in	3,000.00	6,503.09	
		$19,178.09	
Less—			
Drawings	6,750.00		
6% interest	176.85	6,926.85	12,251.24
BAGLEY		9,410.15	
Add—			
32% profits	2,090.44		
4% interest	389.66		
Interest on loan	150.00		
Paid in	4,000.00	6,630.10	
		$16,040.25	
Less—			
Drawings	3,000.00		
6% on drawings	87.90	3,087.90	12,952.35
PETTEY		8,011.05	
Add—			
23% profits	1,502.51		
4% interest	320.44	1,822.95	
		9,834.00	
Less—			
Drawing acct.	1,425.00		
6% interest on same	32.07	1,457.07	8,376.93
			$46,273.17

Two of Rochester's Important Industries

These articles should have appeared in the section devoted to the industries of Rochester in the October issue of The Business Man's Magazine, but through an error were omitted

A Check Writing Machine.

Among the large number of mechanical devices intended to reduce labor and expense in the office, one which will commend itself to every man obliged to write a large number of checks, is the check writing machine, manufactured by The Defiance Machine Co., of Rochester, N. Y. Nearly every reader of this magazine is familiar with the various styles of check protectors, but it has remained for this company to perfect a machine which mechanically prints the check itself.

The Defiance Check Writing Machine is also a check protector, because every impression is stamped into the paper with indelible ink, making changes and erasures impossible. By the use of this machine a vast amount of time and labor is dispensed with, the manufacturers making the claim that it will write checks at the rate of 50 a minute and in any amount up to $200,000.

Being simple and strong in construction, the machine will stand the hardest usage without getting out of order, and the manufacturers offer to replace, without cost, any machine shown to be defective within one year from date of sale.

5%

The trouble with most banking organizations is that they want to tie your money up so you can't get it when you want it. And then only pay you 3 or 4 per cent. for the use of it.

This Company pays 5 per cent. annual interest for every day your money is on deposit, and allows you to withdraw at any time without notice.

If you **want** to leave your money on deposit for two years or more, we will pay 6 per cent.

And back of it all Absolute Security is Guaranteed.

Write for the Booklet.

Calvert Mortgage & Deposit Co., 1056 Calvert Bldg., Baltimore, Md.



SAVE 208 SHAVES

$20.80 a year. Also save the razor, your face, time and temper by using "3 in One" on the blade.

3 in One

keeps the blade keen and clean, by preventing surface rusting which is caused by moisture from the lather. Write for free sample and special "razor saver" circular. Why not know the truth?

G. W. COLE COMPANY

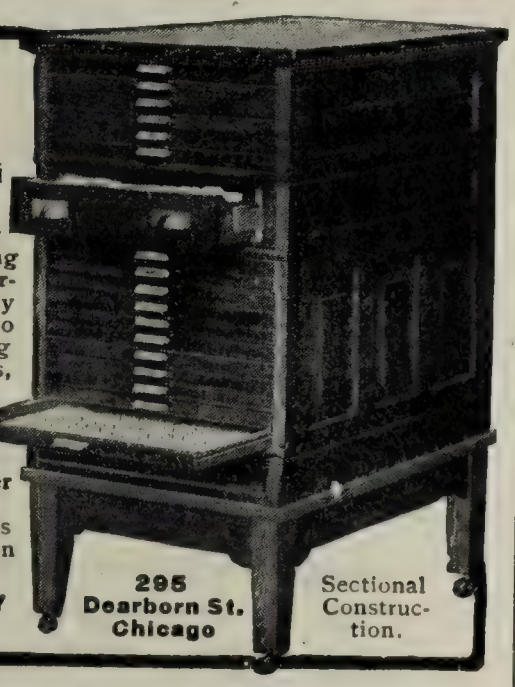
133 Washington Life Building, New York City

Commercial

ROUTING AND RECORDING SYSTEM

For Routing and Recording the movements of traveling salesmen, showing how thoroughly and systematically territory is covered and if to best advantage. Keeping track of business interests, geographically locating customers, agents, prospective contracts, advertising, etc., etc.
Made in sections to cover any number of states.
"Business System In the Sales Department" mailed on request.

THE PERINE & MOSLEY COMPANY



295 Dearborn St. Chicago

Sectional Construction.



DEAFNESS

"The Morley Phone"



A miniature **Telephone for the Ear**—invisible, easily adjusted and entirely comfortable. Makes low sounds and whispers plainly heard. Over fifty thousand sold, giving instant relief from deafness and head noises. **There are but few cases of deafness that cannot be benefited.**

Write for booklet and testimonials.

THE MORLEY COMPANY

Dept. 89, 31 South 16th Street, Philadelphia

Do You Get the Returns

from your Business Letters you look for?



If you do not, they may lack something *to make them convincing.*

Sherwin Cody's New Book

SUCCESS IN LETTER WRITING

will help solve the problem.

Of All Booksellers, 75 cents, postpaid.

A. C. McClurg & Co., Publishers, Chicago

Kendricks Good Luck Pencil

Sterling Silver (cut full size). In rich Mezzo-relief is shown the Horse Shoe, Four Leaf Clover, Wishbone and the lucky Pig with the kinky tail. French Gray Finish. A charming and useful remembrance for Men or Women, For scoring at Golf, Bridge and the hundreds of uses that a pencil is needed for.

Any Initial Engraved FREE



Complete Catalogue free on request. Sterling Silver Novelties, Watches, Diamonds and Rare Art Merchandise. Don't make your holiday purchases without seeing it. Everything guaranteed or money refunded.

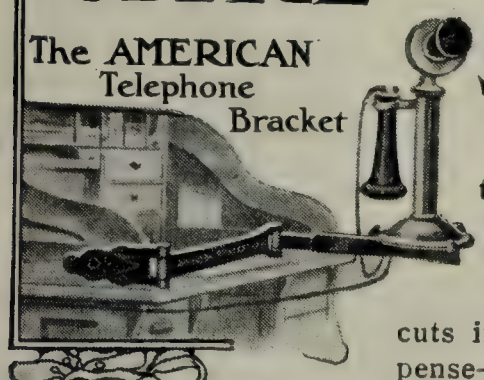
By mail Postpaid

$1.00

WM. KENDRICKS SONS, 349 Fourth Ave., Louisville, Ky.

"OFFICE HELPS" Sent FREE

The AMERICAN Telephone Bracket



A 56-page illustrated book that tells about many useful and economical office appliances. Suggests short cuts in time, labor and expense—should be on file in every office. Send for it TO-DAY.

THE AMERICAN BOOK BRACKET CO.

128 N. 4th Street **PHILADELPHIA**

TO THOSE AFFLICTED

with **Rheumatism, Deafness, Indigestion, Poor Circulation,** or any pains or aches, we offer **instant relief,** and subsequent speedy cure by the vibrations generated by our **LAMBERT SNYDER HEALTH VIBRATOR.** (Not electric.) A one minute's treatment at home by yourself will send the **RED BLOOD** tingling into the very seat of the trouble. Endorsed and used by more than 100,000 families and 6,000 physicians. No long waiting, you get relief at once.

DON'T WAIT, DON'T SUFFER, get our vibrator at once. It will save you suffering and many dollars. Every home should have our vibrator.

For a limited time we will send our $5.00 vibrator at $2.00, prepaid on receipt of $2.35.

FREE OUR 32-PAGE BOOKLET SEND FOR IT TO-DAY

LAMBERT SNYDER CO.

Dept. 46-D, 41 West 24th Street, New York, N. Y.

The advantages of such a machine will be especially appreciated by corporations for use in writing dividend checks, and we predict that the check writing machine will come into general use as rapidly as its merits become known.

A Pioneer Carbon Paper Manufacturer.

There are those who say that the modern developments in business systems have made carbon paper necessary. The truth is that carbon paper has made these developments possible. There is scarcely a business nowadays where it has not an important place and wherever carbon paper is used the name of Little is known also.

Mr. A. P. Little is a pioneer in the manufacture of this product. There may have been other manufacturers in the field before him, but it is pretty sure that he is the pioneer of those now in business. The product turned out by his factory is noted



for its high quality and for its uniformity, which latter is an important feature.

It seems at first thought that but a small plant would be necessary to turn out all the carbon paper used in the country or in the world, and to view the A. P. Little plant one would think that the necessary supply could be made there with little trouble so enormous is the output. Possibly a good share of it is made there, for a glance at the shipping room shows that his goods go all over the world.

Typewriter ribbons and printing inks for printing imitation typewritten letters are other items of the output of the A. P. Little works, each of them being of the same high quality as the Little carbon papers.

Special Course in Finance.

A recent circular of the New York University School of Commerce, Accounts and Finance announces a new one-year course in finance which has been established for the benefit of employes of banking and brokerage houses. The circular says that the experience of clerks in these houses is apt to be too narrow to fit them properly for managerial positions and that the working efficiency of the clerks may be increased by a course of evening study.

The principal subject taken up is "Investment and Speculation" which is handled by Mr. Frank A. Vanderlip, vice president of the National City Bank, with the assistance of Mr. Allen G. Hoyt, assistant cashier of the same institution. It would be hard to find men even in Wall Street better fitted to discuss that subject with authority. The following topics are to be discussed by Mr. Vanderlip and Mr. Hoyt: Sources of Funds Seeking Investment; The Advantages of Different Kinds of Bonds to the Investor and to the Corporation; The Nature and Process of Speculation; The Course of Bond Valuation for the Last Twenty Years. Students are to be trained also in critical analysis of various railroad, industrial and governmental stocks and bonds.

Some of the other subjects to be taken up in the course in finance are: Panics and depressions, banking practice, theory of banking, foreign exchange, corporation finance, political economy, commercial law. Much of this work is conducted personally by Professor Joseph French Johnson, the well-known, authority on money and banking, who is now secretary of the Special Currency Committee of the New York Chamber of Commerce. Some of the subjects were given last year with great success, but the courses have all been greatly extended and strengthened since then.

The question is sometimes raised as to whether business houses should encourage their young men to spend time in study or should insist that they expend all their energy on their daily work. As a matter of fact, most clerks are apt to waste their evenings anyway. It would certainly be a gain both for them and for their employers if they could be induced to take up evening study instead.

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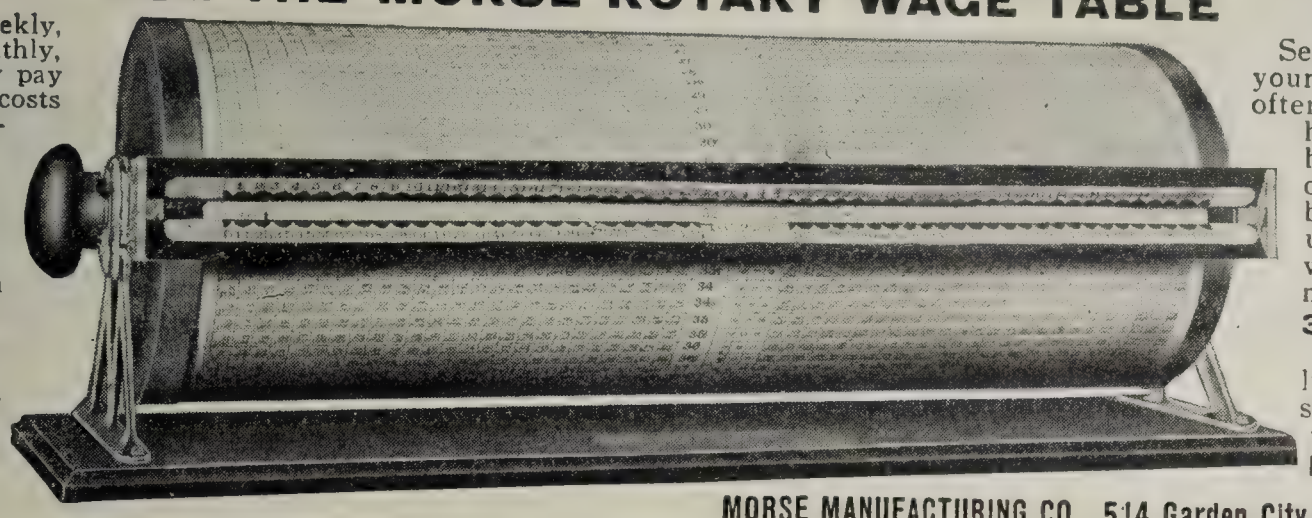
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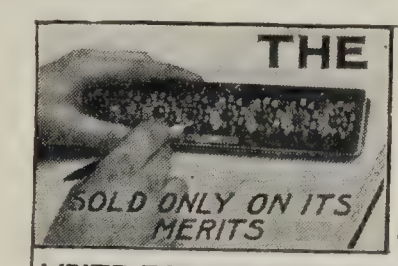
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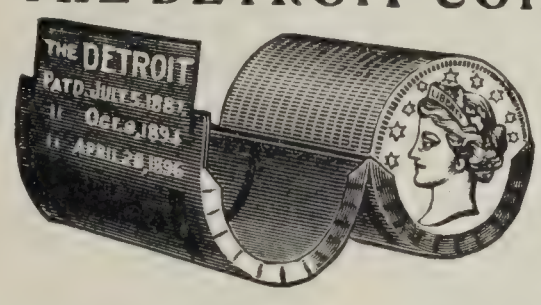
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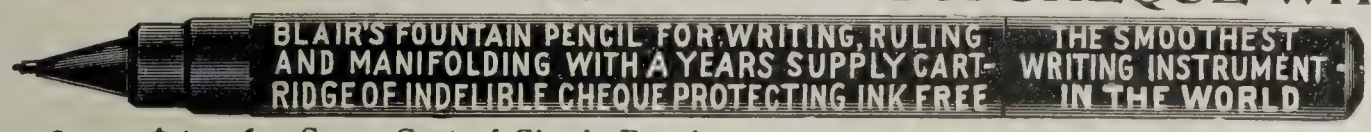
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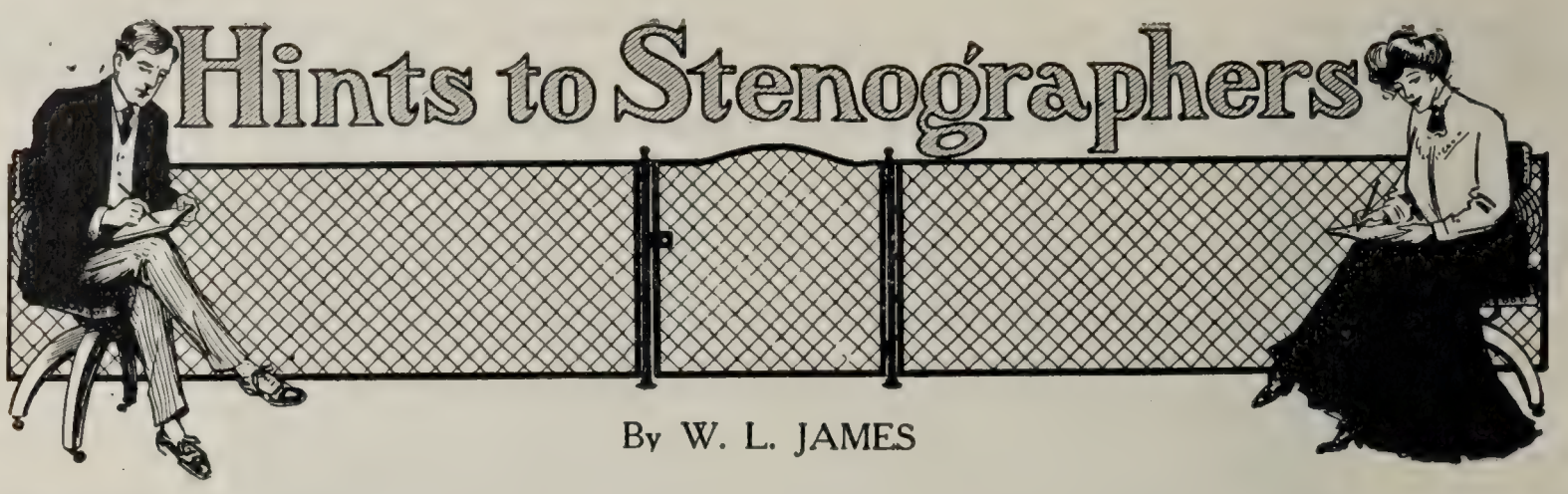
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By W. L. JAMES

LETTERS have been received by the editor of this department, asking for advice in regard to starting a shorthand business in cities other than Chicago. The following is an extract from one of these:

"I have read your column 'Hints to Stenographers,' and desire to ask you how to get into business for one's self. I have had this in mind for some time and am anxious to make a break in this direction, in fact I have decided to do so at once and wish to ask you how to furnish an office for shorthand work, how to get the work, how to get the business, rates to charge for work done, points to be considered in selecting the best location, etc. Do you suppose it would be possible for me to retain my present position and drum up business at the same time until I had a good trade worked up, or is the best way to plunge right in and take chances on getting work enough to make it pay? Being a married man I hesitate letting go of a sure thing for an uncertainty."

One of the most encouraging features connected with opening an office of this kind is that it takes but comparatively little capital. A most effective beginning may be made by procuring desk room in a law office. Many lawyers would gladly give such accommodations in exchange for services, but as a general rule this is an unsatisfactory arrangement, as the average lawyer wants about four times as much work done as the room is worth, and frequently wants it just when the stenographer has an opportunity to make something for himself. It is much better to pay cash for the office room and for the use of the telephone, and this should not cost more than ten dollars per month. An inexpensive desk may be procured at a second hand store, and, if it is inconvenient to buy a typewriter, one may be rented for about four dollars a month. A few reams of paper and a couple of dozen carbons, and the stenographer is ready for business. Thus far the entire outlay may be kept to less than $25—a small amount when the nature of the business is considered.

* * *

The matter of stationery should receive much consideration. Neatly printed cards, letter-heads and envelopes are good, but they do not make one-half as good an impression as do engraved or embossed stationery. This "front" frequently will "land a job" which will more than make up the extra expense. If it costs four times as much to make this showing with engraved or embossed stationery, it is money well spent and will bring returns. It is an evidence of success, and the public prefers to do business with successful people.

* * *

The next question is "how to get the business," and there are so many answers to this that it is an impossibility to determine where to begin. Shorthand work is required in so many different lines that to cover them all is an impossibility. The most successful firm of court reporters is the one which delegates to one man the exclusive work of going after and securing the business, but, of course, at the beginning this is an impossibility. The young reporter should let those with whom he expects to do business know that he has an office, and at first should try to build up an office business. This is the easiest class of business to procure although it is not as remunerative as court business. It has the further advantage that, after the court business has grown to such proportions that help is required, the office business will defray the expense of that help. Get an office located in a large office building, preferably one occupied by attorneys. A personal

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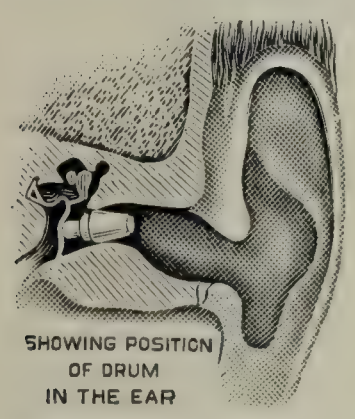
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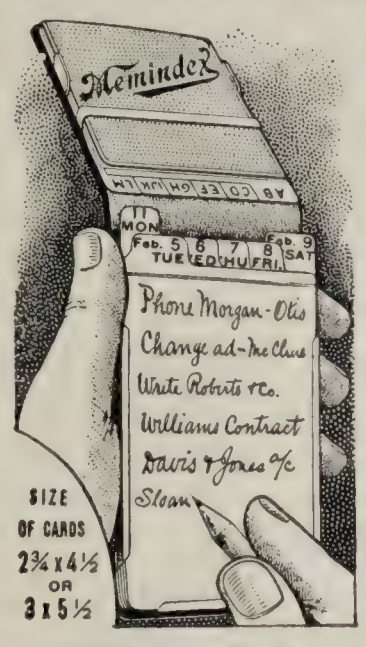

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call should be made on each attorney and the work solicited, a card being left with each occupant of the office—even with the office boy. In a week this should be followed by a reminder in the shape of some attractive kind of advertisement. A very excellent way is the use of the blotter, and the text of the advertisement on this blotter may be printed on the mimeograph. At one side the calendar of the current month may be printed, and below a card neatly gotten up and giving the name, address and telephone number. This calendar will give you a reason for duplicating the blotters at the first of each month, and this will keep your name before these people who need you. This is but one of the many ways in which the office business may be developed.

* * *

A peculiar fact about this business is that you cannot get your office too near to that of another court reporter. He has an established business and frequently desires help. In time your business will grow so that you will require the help of that reporter, and it is this helping each other which makes the good shorthand business for all. Do not be content with securing the work of a near by reporter, but go after the work of all other reporters in the city. A letter announcing the opening of your office, soliciting the overflow court work and typewriting, accompanied by a small slip containing your name, address and telephone number, with the request that it be placed on the telephone call, is sufficient for a beginning. Make a personal call on each reporter and cultivate his acquaintance. He is a competitor but he needs you. Go into court with him, and demonstrate that you can "deliver the goods" when it comes to shorthand writing. In a short time you will have worked up a nice business of this kind.

The "original" business should receive the most attention—that is the business direct from the lawyer or other party desiring court or other expert work done. Call on attorneys and solicit their court work, making a great point of the fact that you can and will deliver the work when it is wanted, and will look out for your employer's interest. When you secure the work, be careful with your transcripts. Keep your typewriter in good order, use a good quality of paper and do not have mistakes. The appearance of a transcript will go a long way towards creating a favorable or unfavorable impression. Keep your promises. If you say you will deliver a transcript at 6 o'clock, have it in the employer's hands at 5:30. In other words, satisfy your employer and he will want you again.

* * *

If you are in a large city, a very good business in deposition can be worked up. In every large city there is a great deal of this work being performed for out-of-town attorneys. It is a lucrative branch of the business and receives very little attention from the average busy court reporter. A circular letter—but made to appear personal—written to the attorneys shown in the law directories in the surrounding states, setting forth the fact that you make a "specialty" of this work, and soliciting their business will help to build up such a business. The writing of these letters may be done by your typewriter operator while you are busy in court.

Watch the newspapers. If you see there is an investigation in Florida, and you live in the state of Washington, make application for it anyway. A two cent stamp is all that it costs, and frequently it is productive of good results. One Chicago firm sent men to Rio de Janeiro within the last few months to do some work. If there is a banquet or a meeting of any kind, write the secretary of the association having charge of the meeting, and make him believe that it is absolutely necessary for him to have a verbatim report of it. Most of the conventions throughout the country are reported. Go after them.

* * *

The charges for such work should be governed by the rate prevailing in the various localities. The rate in Chicago is given above. Those in other cities must be determined by the individual stenographer.

These are but a few ideas in regard to building up a business. In next month's issue of this department other ideas will be given, together with the qualifications necessary for one to succeed in this work.

* * *

All questions relative to shorthand will be answered in this department or by personal letter. Address all communications to Editor Shorthand Department, THE BUSINESS MAN'S MAGAZINE, Detroit, Mich.



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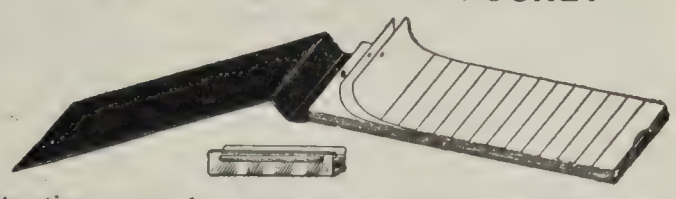
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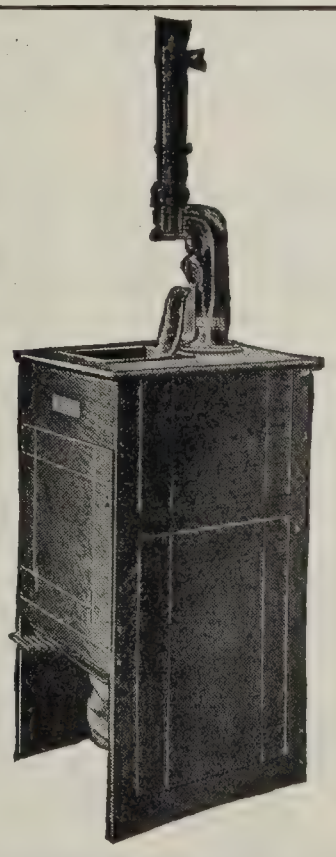
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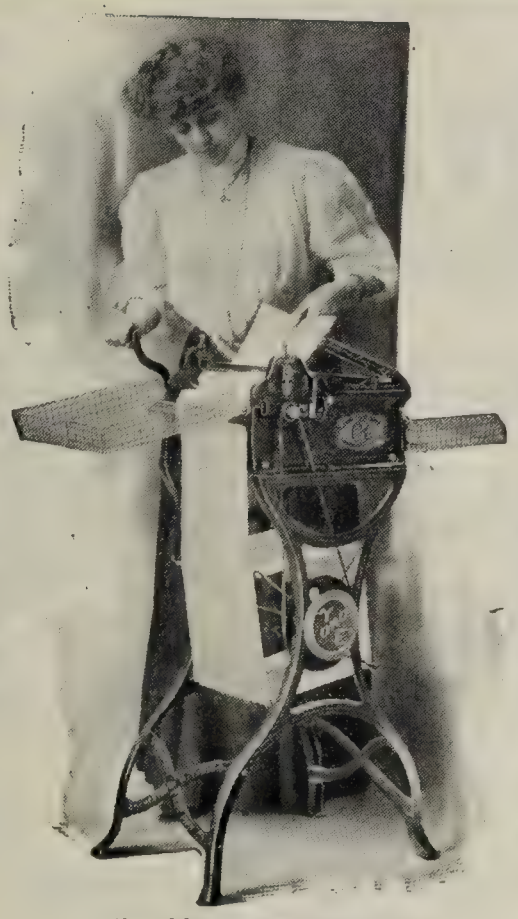
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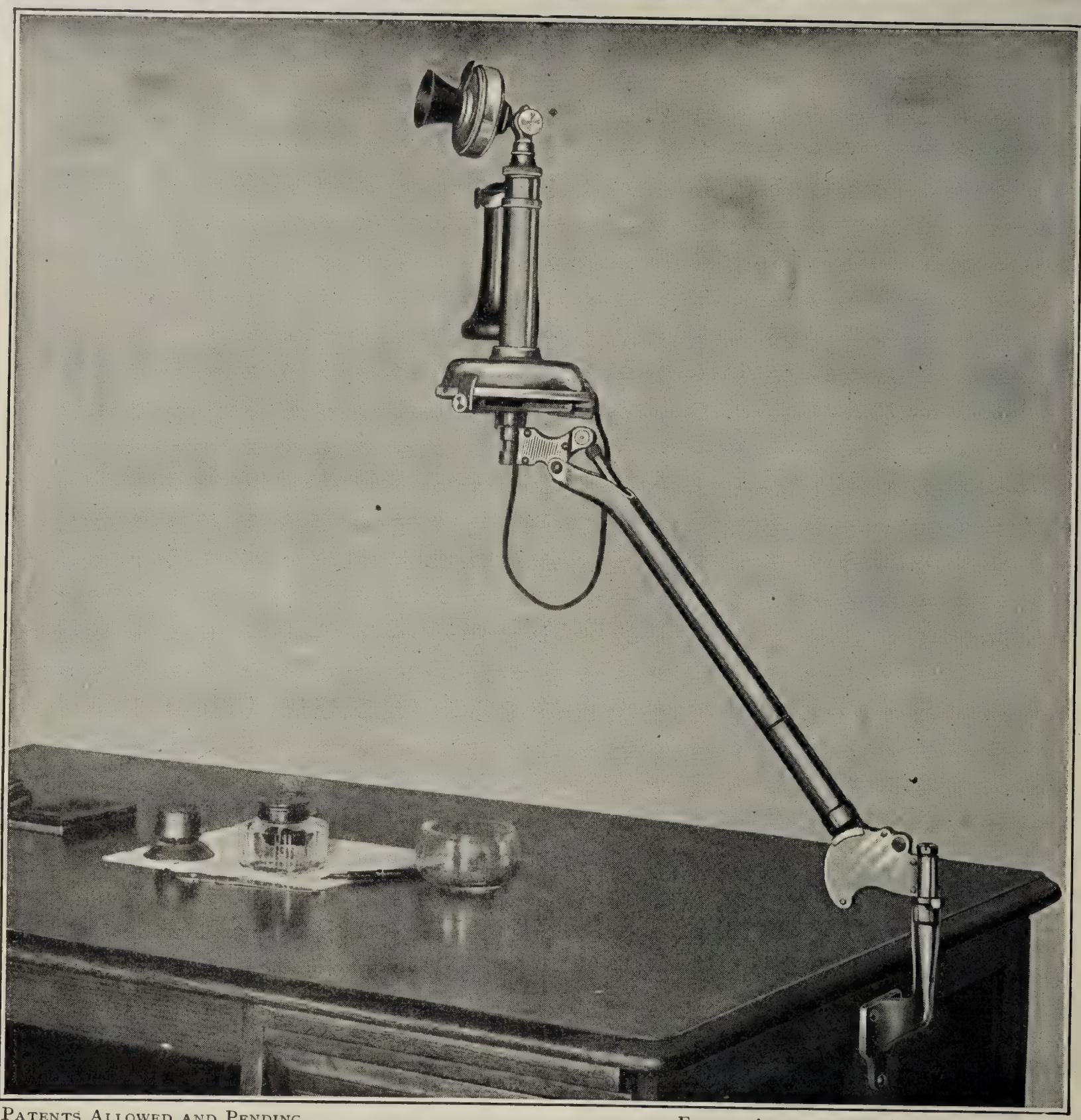
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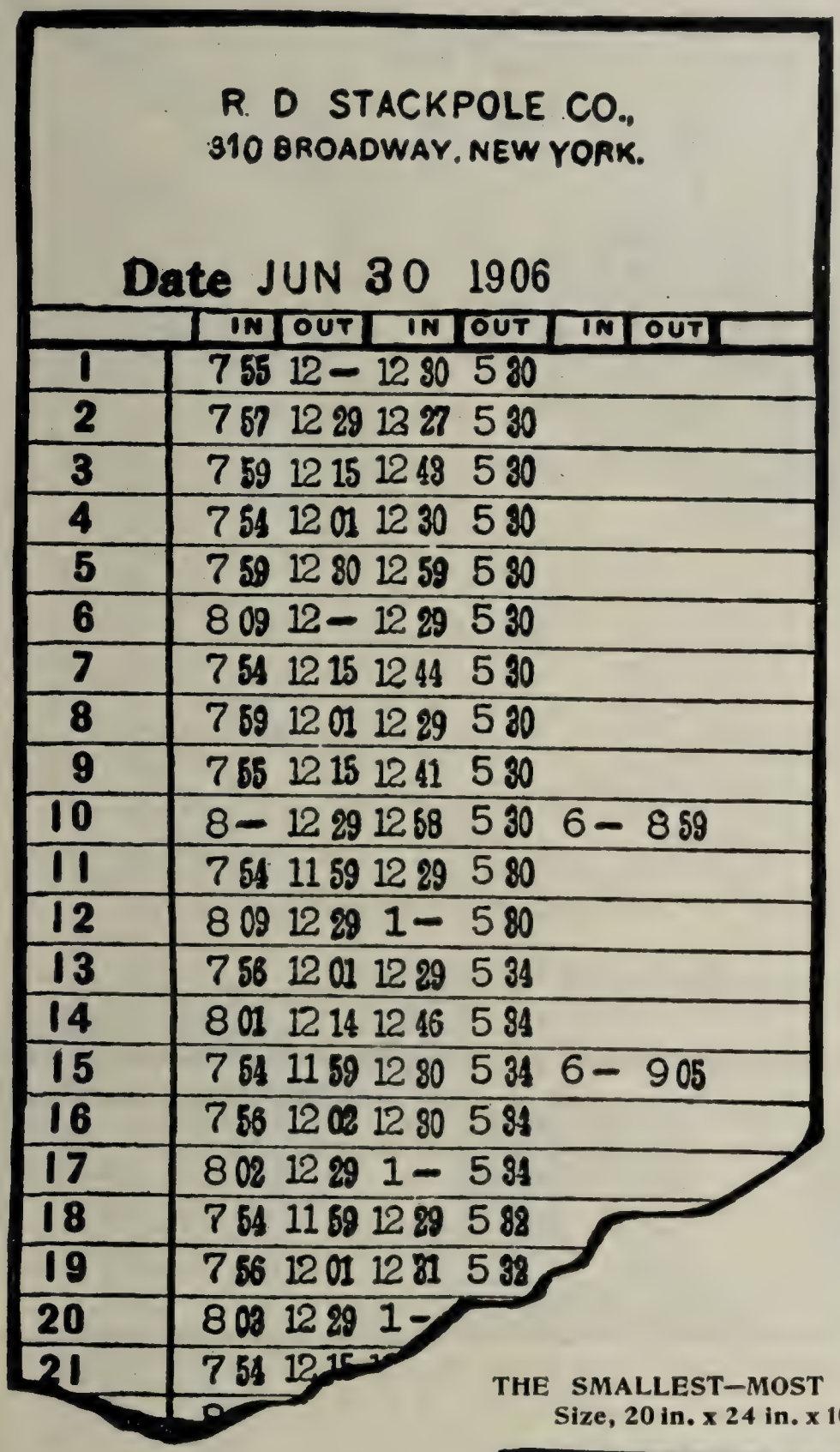
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3	7 59	12 15	12 43	5 30		
4	7 54	12 01	12 30	5 30		
5	7 59	12 30	12 59	5 30		
6	8 09	12 —	12 29	5 30		
7	7 54	12 15	12 44	5 30		
8	7 59	12 01	12 29	5 30		
9	7 55	12 15	12 41	5 30		
10	8 —	12 29	12 58	5 30	6 —	8 59
11	7 54	11 59	12 29	5 30		
12	8 09	12 29	1 —	5 30		
13	7 56	12 01	12 29	5 34		
14	8 01	12 14	12 46	5 34		
15	7 54	11 59	12 30	5 34	6 —	9 05
16	7 56	12 02	12 30	5 34		
17	8 02	12 29	1 —	5 34		
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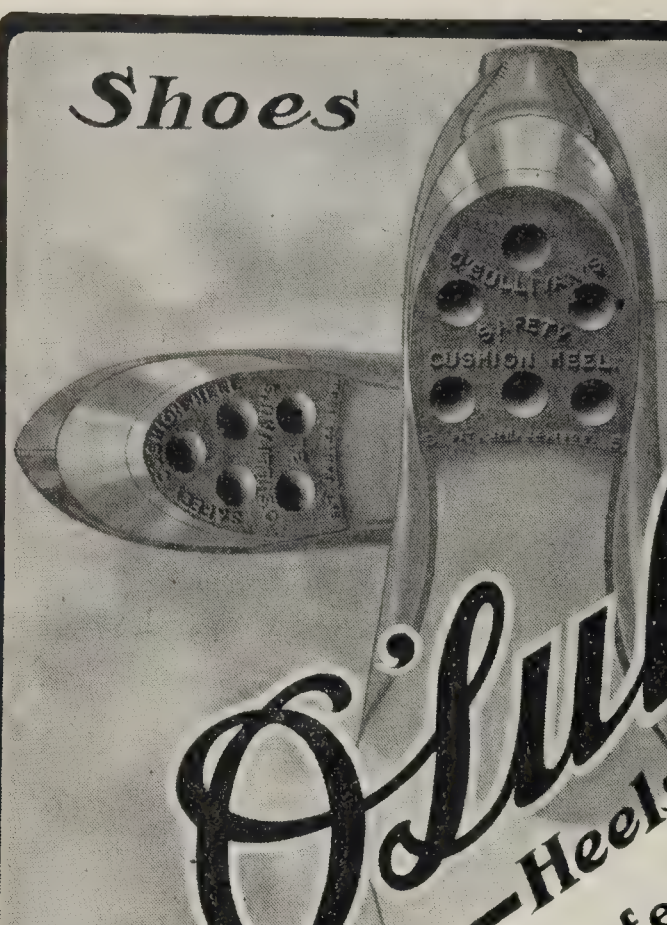


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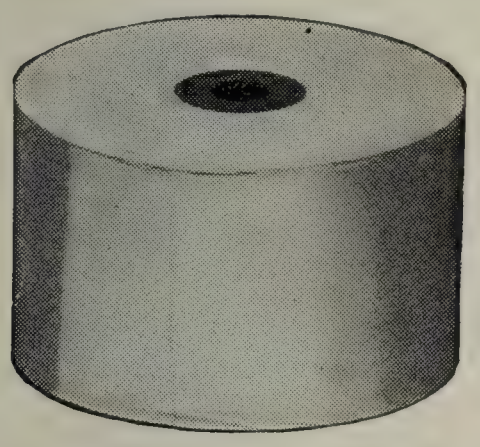
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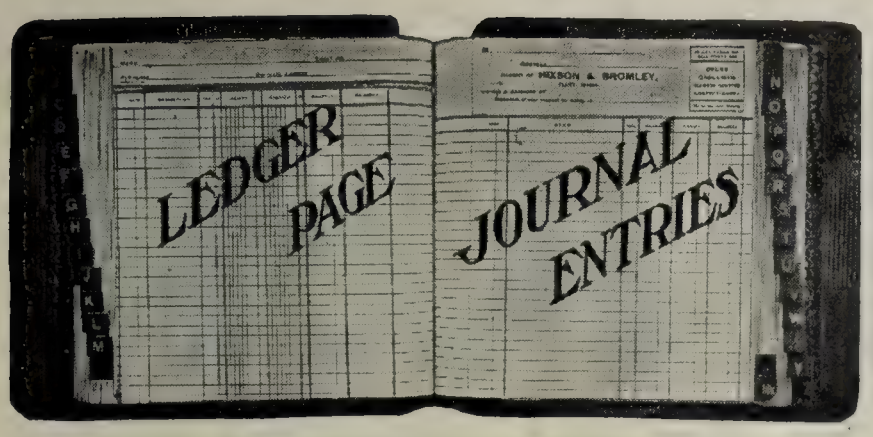
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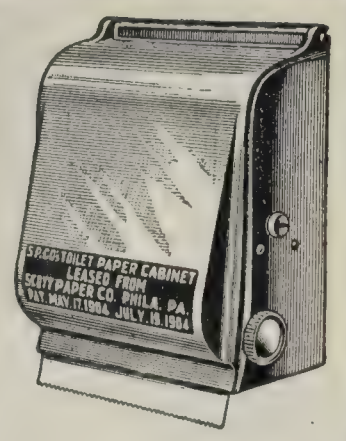
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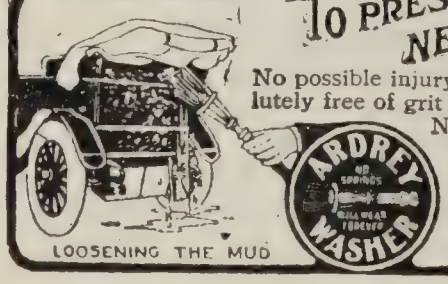
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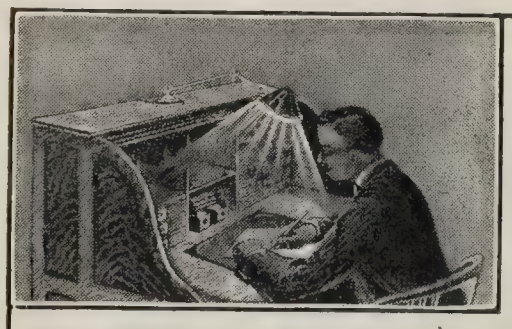
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teaches the professional method of Auditing a commercial set of books. **It tells what to do and how to do it,** from the proper point of beginning through to the Auditor's final Report.

The Controlling Account, which is the key to short-cut Auditing, is fully explained, as well as all the other details of the best practice. **You will find in it the information you are looking for.**

Price by mail, postpaid, $2. Descriptive circular, containing testimonials, on request.

Geo. B. Renn, 1341 (B) Dakin St. Chicago, Ill.



Be Wise and Save Your Eyes

BY USING OUR No. 25 DESK and TABLE LAMP

Brings the light right to your work. Instantly adjusted to any position. Equally adapted for use on a roll top desk, flat top desk, piano, library table or wherever a good light is needed. Light and portable. Can be set back out of the way when not in use. Length of arm from base to socket 12 inches. Weight complete 4½ pounds. Well made; finely finished in polished brass and oxidized copper. Base 5 inches in diameter. Price of the lamp complete with shade, socket, plug and cord is **$3.25.** Money refunded if not satisfactory. AGENTS WANTED.

THE CAMPO COMPANY, La Crosse, Wisconsin



We furnish complete Telephone Exchanges.

BURN'S ADJUSTABLE TELEPHONE HOLDER and EXTENSIBLE BRACKET

¶ For flat or roll top desk.

¶ Has largest radius of action.

¶ Write us or your nearest supply house.

June Bulletin 11 C Free for the asking.

American Electric Telephone Co., 6400-6600 State St., Chicago, Ill.

First Impressions

The first impressions on the man on whom your salesman calls, are created by the card he sends to the inner office. What creates a better impression than an

Engraved Business Card?

J. W. HALLIDAY STEEL AND COPPER PLATE ENGRAVER

(Established 1864)

You cannot afford to send out a slovenly salesman; no more can you afford to send out a cheap printed business card.

Your salesmen are not peddling shoestrings or collar-buttons, and you cannot afford to let your stationery have the appearance of that class.

If you want first-class engraved business cards at prices but little higher than ordinary printed ones,

WRITE FOR SAMPLES.

J. W. HALLIDAY, 37 Randolph St., CHICAGO

FIRST MORTGAGE GOLD BONDS

6% Interest payable semi-annually through any Bank or Trust Company in the United States. With each bond of $500 we give a bonus of two acres of banana land, cleared, planted and brought into bearing, then harvest and market the fruit for the owners. These lands earn $30 to $60 per acre annually net, thus making an 18% to 30% investment.

Illustrated literature containing Government figures, showing large and permanent income from these plantations and terms upon which Bonds can be purchased, mailed FREE.

Special proposition to readers of The Business Man's Magazine.

Write AMERICAN-HONDURAS COMPANY,
42 BROADWAY, NEW YORK.

BETTER PAPER BOXES

for all purposes for which boxes are used. We make to order all kinds paper novelties as well as special boxes for Hardware, Clothing, Cereals, Candy, Spices, etc. Our **JUTE FIBRE** package is specially adapted where an extra strong box is needed. No matter what kind of a package you use, we want a chance to submit samples and prices.

Send 2c. stamp for sample, or 10c. for 1 dozen Money-mailers, the Best Coin Mailer in the market.

L. R. LINLEY BOX & PAPER CO., Cleveland, Ohio

SPENT $80 ~ MADE $1400.00



THE India Rubber Tire Co. of Chicago selected two cuts from "The Herrick Cut Book"—used them on 3,000 mailing cards—the total cost, including printing and postage, being $80. In two months the firm received cash orders amounting to $1,400—traced direct to this advertising.

The Same Opportunity is Yours

The Autumn number of "The Herrick Cut Book" is now ready—crammed full of good ideas and over 100 advertising cuts in two colors. We cannot send it complimentary—cost is too great—but if you're a business firm send us 25 cents and you will receive all the numbers published within the year. Send 25 cents today for the Autumn number.

THE HERRICK PRESS

9 Fine Arts Building, CHICAGO

Rahill's Corporation Accounting and Corporation Law

THE STANDARD AMERICAN WORK ON CORPORATION ORGANIZATION AND MANAGEMENT

By J. J. RAHILL, C. P. A.

This new edition contains a large amount of information of the greatest value to the student of corporation accounting and corporation law. The revised edition has been issued under the approval and patronage of the California Society of Certified Public Accountants and contains specimen examination questions and acceptable answers authorized by that society.

The principal special features of the book are—an epitome of corporation law as enacted in the various states—the organization and objects of "Holding" companies, or amalgamations, and how far such organizations are legal—the opening of corporation books under varying circumstances and conditions—the treatment of bonds and corporation stock.

Read what some experts say of it and then order without delay.

"I intend to adopt it as a Text Book for all my C. P. A. candidates." FREDRICK S. TIPSON, C. P. A. New York.

"This work is clear, concise and comprehensive. You have provided a Text Book of extraordinary merit; a recognized authority on Corporation Accounting."

GUSTAVE JACOBSON, B. A.,
Public Accountant and Auditor, Chicago.

"I have no hesitancy in saying that it is the finest work on the subjects treated that I have ever seen, and would add that I have the works of some of those who are considered the best authorities in the United States and Canada."

GEO. H. MALCOLMSON,
Auditor and Systematizer, Minneapolis, Minn.

1906 Edition postpaid to any point in the United States and Canada, $4.00; to foreign countries $4.25.

Continental Audit Company

Box 243, Madison Square P. O., NEW YORK

Conolly's No. 2 Binder



Always Locked

Bound in Russia and Corduroy

ESTABLISHED 1888

4 Facts

1. Positively holds from one sheet up
2. No posts protruding to mar the desk
3. Posts are built up on inside of book
4. Has unlimited capacity

Write for Catalog

Henry Conolly Co.
Bookbinders and Printers
Rochester, N. Y.

$7.50 Outfit

includes our No. 2 Binder, one Index with Tabs, "A-Z" stamped in gold, together with 500 sheets (1,000 pages) of the following Standard Rulings:

REGULAR LEDGER
CENTRE COL. LEDGER
EXTRA DEBIT LEDGER
CASH BOOK
TWO, THREE, FOUR AND SIX COL. JOURNAL

Special Rulings and Blank Books to Order. Proofs Submitted.

Please mention The Business Man's Magazine when writing to advertisers.

"From Our Factory to Your Office"

$18.00 SHIPPED ON APPROVAL
WE PAY THE FREIGHT

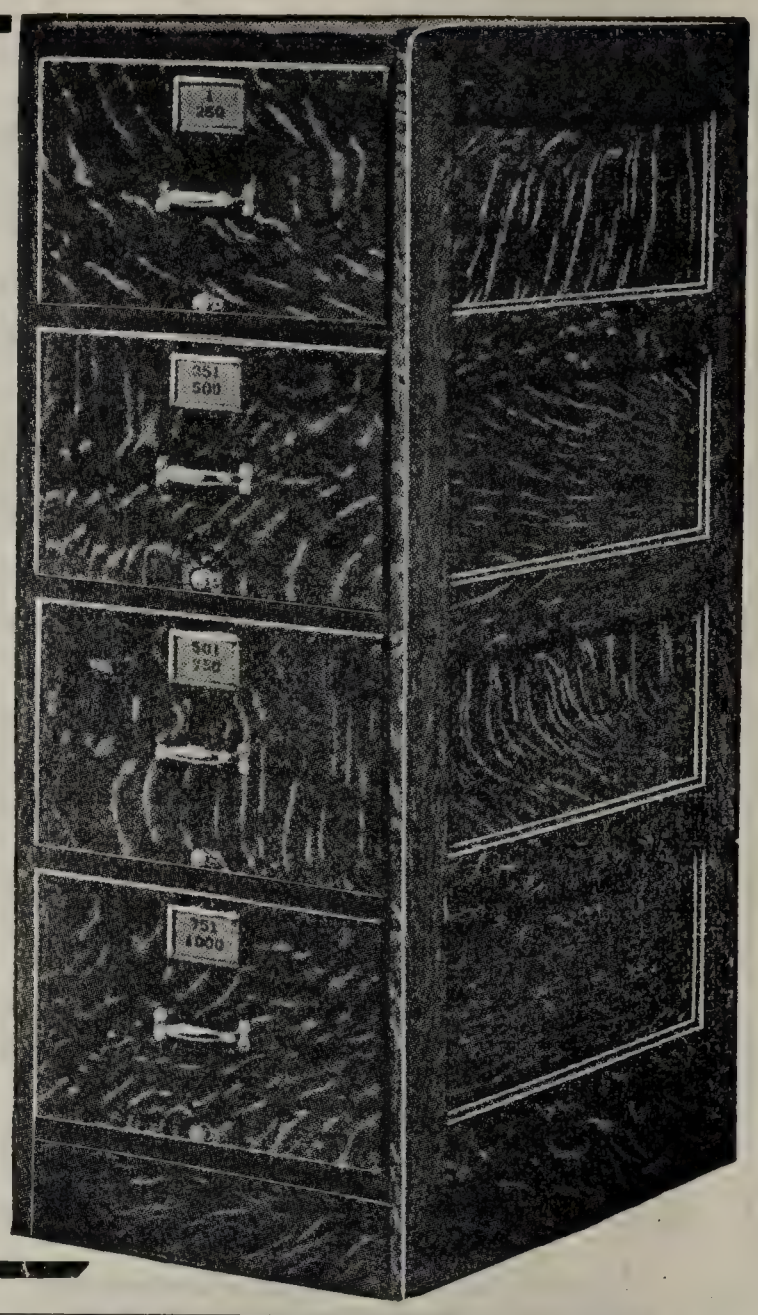
GLOBE-AMERICAN

UPRIGHT VERTICAL 4-DRAWER FILE

Capacity: 20,000 letters, beautifully finished, highly polished Golden Oak. By all odds the greatest bargain ever offered at or near the price.

Inside dimensions of drawers: 12 in. wide; 10 in. high; 24 in. deep.

Constructions: Antifriction suspension slide on each drawer, no sticking, drawers can be opened to full length; Automatic follower block, which admits of contents being easily removed.



SAME FILE AS ABOVE

CAP SIZE--15 in. wide, 10 in. high, 24 in. deep.... $20 00
SPECIAL 3 x 5 four-drawer Card Case..... 4 00
Capacity 5,000 cards. Golden Oak finish.

¶ A letter on your stationery will bring any of the above. ¶ We pay the freight.

GLOBE-AMERICAN CO. DEPT. "C" **CHICAGO, ILL.**

Mfrs. and Jobbers of Vertical Files, Card Cabinets, Office Furniture.

Sell Me An Hour of Your Time

Can you spare an hour a day—or more? I want a hustler to call on four or five business men in your town each day. I furnish letters of introduction which you simply hand to the one addressed. Easy and pleasant work. Good pay. Write for particulars today and to save time give a reference. Only one wanted in each town. First one gets the chance. Address Sales Manager Business Man's Magazine, Detroit, Michigan. :-: :-: :-:



"Straight as the Crow's Flight"—that's the way *Your Bookkeeping* will move, when you adopt

Marchant's Check Figure System

Have you, as a bookkeeper who would be abreast of the times—a clear understanding of The System's simplicity and directness? Of the swiftness and certainty with which it will relieve you of the drudgery of hunting down errors in *your accounting?*

Better still, it *prevents* errors, and does it *automatically*. As Sweetland puts it in a recent number of "System:"

> "Even daily balancing is not nearly so difficult as it appears, *if the bookkeeper uses a good check figure system* to prove his posting—for if he takes this precaution he *knows* his postings are correct."

That's just the beauty of **The Marchant System,** as Mr. H. Garoni finds it. Mr. Garoni is bookkeeper for D. H. Arnold & Co., of New York, and says:

> "I have used **The Marchant System** for three years, and have not had to check my trial balances in all that time. Furthermore, I get trial balances on my first attempt as all errors in addition on the ledger, and all transpositions on the balance book, are detected immediately. I have had experience with the 9-check and the 11-check, but find your System superior in accuracy and rapidity."

Marchant's Check Figure System will do as follows: Locate all transpositions in postings as 80.82 posted for 80.28 or as 82.80. Catch translocations, 25.00 for .25 or 2.50. Prove all additions quickly and accurately. Prove new balances as used on bank ledgers. Catch debit posted as credit by check figure itself. Locate errors in drawing the trial balance, on the very page error is made. Prove multiplications and divisions without reviewing. Is recognized and admitted the quickest system on the market, combined with the greatest accuracy and simplicity. Can be thoroughly mastered in a week.

After four years' personal introduction this System is now installed in New York City, Chicago, Philadelphia, Pittsburg, St. Louis, Buffalo, Cleveland, Boston, Baltimore, San Francisco, New Orleans, Detroit, and numerous other cities and towns. This system is endorsed by bookkeepers throughout the U. S.; from those of the largest concerns down to the smallest, as an indispensable aid in proving postings and additions, in extending balances, and in getting trial balance on first trial. Far superior to the old 11-ck. proof system in accuracy as well as speed, especially on large numbers. No time is lost in applying the system, as the check is deduced and written while amount is posted, without referring to a table, or using another sheet as is required in "reverse posting" or "sectionizing" top-heavy daily-balancing ideas that often give as much work daily as they save at the end of the month.

The best is none too good for the *modern* accountant.

Why Plod—When You Can Fly for $5?

A concise explanation of The System's range and its adaptability to any set of books, with list of references and testimonials from all over the United States—yours for the asking.



R. H. MARCHANT, JR.

ROY R. BAILEY, General Manager in America

561 E. 62nd Street

CHICAGO

We are Manufacturers of Clever Celluloid Advertising Signs and Novelties that bring more business to the Manufacturer or Business Man who uses them

IF you are a Manufacturer and don't believe in signs, step in and ask your druggist if HE believes in signs.

If he is a live druggist he will tell you that he will NOT buy any remedy or patent preparation, no matter how well it is advertised in newspapers unless the salesman promises to send SIGNS—either window signs, hangers or show case signs.

What is good for the druggist is good for the grocer—the hardware dealer—the furniture man.

If signs sell goods in a drug store, they will sell goods in any kind of a store.

WE MAKE CELLULOID SIGNS—CLEVER, STRIKING SIGNS—JUST THE SORT OF SIGNS THAT COMPEL ATTENTION—SIGNS THAT MAKE A MAN LOOK TWICE AND MAKE A WOMAN LOOK TWO TIMES TWICE.

We make signs full of life—signs with action—signs in one color, two colors, or a dozen lithographed colors.

We make signs for some of the largest manufacturers in the United States, and we put into them a selling power far beyond the hope of the most optimistic.

We make NOVELTIES also out of CELLULOID—we make little and big catchy novelties—you never dreamed that such unique and useful things could be made at such a little cost.

If you are a manufacturer you ought to know more about the helpful advertising things we make, and if you'll just drop us a line on your letter head we will gladly send samples and prices.

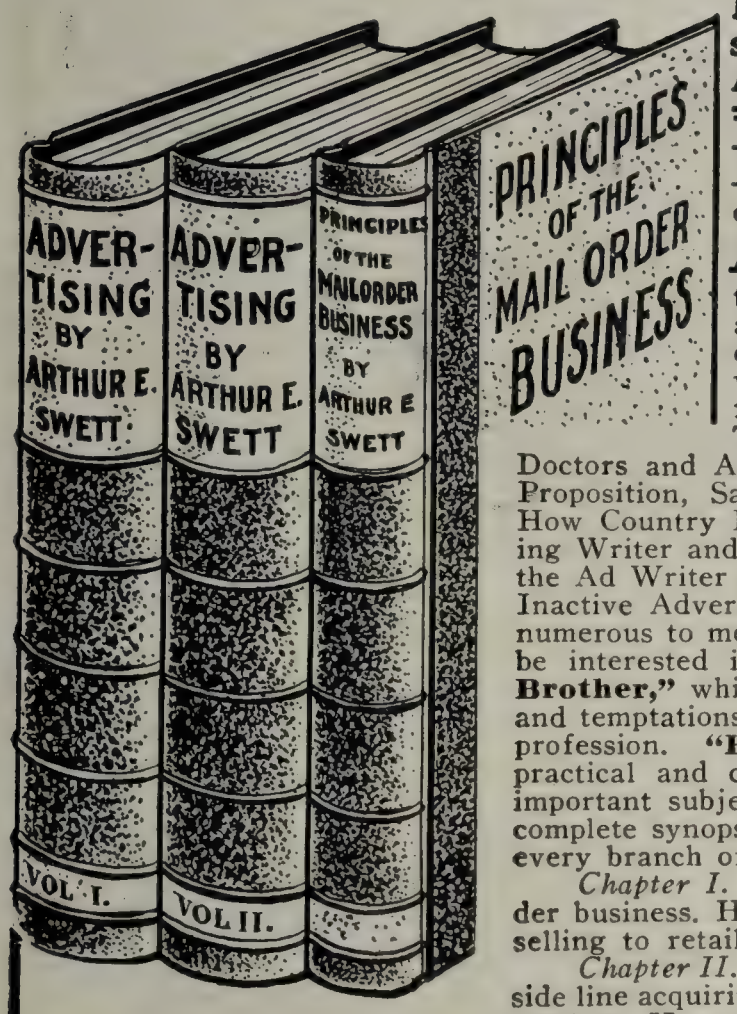
We gladly submit, without cost to you, Designs for Signs and Novelties appropriate for your business.

Dictate a letter today; you'll be agreeably surprised to learn of the beautiful Celluloid things we make.

Bastian Bros., Rochester, N. Y.

NOTICE! HOW ABOUT CHRISTMAS REMEMBRANCES FOR YOUR CUSTOMERS? Better Write Us Before You Make Up Your Mind

$1 FOR A COMPLETE MAIL ORDER COURSE



Biggest Offer Ever Made. Nearly 900 pages of interesting, solid and instructive matter relating to every subject of ADVERTISING and the MAIL ORDER Business.

IF you are a business man, advertising student, mail order man, ad writer or connected in any way with advertising or the mail order business, send $1, and take advantage of this offer to-day.

Advertising, edited by Arthur E. Swett, has for its contributors the most brilliant and experienced advertising men in the world and every conceivable subject pertaining to advertisement writing, space buying, system, methods, etc., is discussed in a masterly manner at once interesting to the tyro and convincing to the most experienced advertisers—such as: The Chance for the Small Business, Striking while the iron is hot, Mailing Cards, The Value of Price in Advertising. Why booklets bring business, Doctors and Advertising, The Farmer, the Catalogue, Letters the mainstay of the Proposition, Saving Bank Business by Mail, Retail Advertising in the Country, How Country Merchants can draw trade, Employing an Ad Writer, The Advertising Writer and the man who pays him, Word of mouth advertising, How and why the Ad Writer gets business, Good Schemes and Bad ones, Continuous Advertising, Inactive Advertising Matter, etc., etc., and a mass of other interesting matter too numerous to mention. The man who is studying advertising by correspondence will be interested in **"The Letters of an Advertising Man to His Younger Brother,"** which discusses in a series of heart to heart talks the trials, difficulties and temptations that beset the young advertising writer in learning and following his profession. **"Principles of the Mail Order Business,"** the most complete, practical and comprehensive book on this branch of advertising ever published. This important subject has never before been fully treated in a special work of this kind. A complete synopsis of contents is impossible in the space alloted in this ad. but it covers every branch of the mail order business in **20 complete chapters, fully illustrated.**

Chapter I. Largely introductory. Shows the great possibilities of the mail order business. How manufacturers can market their goods by this method, either by selling to retailers, smaller mail order dealers, or direct to the public.

Chapter II. The standpoint of the small dealer. How to begin the business as a side line acquiring the necessary experience to go in deeper. Ready-print circulars and catalogs. How to keep records by the card index system. How to follow up inquiries. buying the right class of circulation. Value of the different monthlies. How to place your ad in papers that will pull

Chapter III. The catalog business. How the profit is made. The evolution of a mail-order customer. How a customer is secured. The kind of ads that pull. Amount of money to spend in advertising. How to place it advantageously, etc.

Chapter IV. The follow-up system. Examples of follow-up letters that bring a large percentage of orders.

Chapter V. The class of goods for the man with limited capital. How to grow from cheap goods into a more pretentious class of articles. Examples.

Chapter VI. Selling goods through agents. The right method. Price and profit. Examples of good ads and letters.

Chapter VII. "Hints by the way." Practical experience of a concern that has succeeded where others failed. Three follow-up letters that will prove excellent models for many mail-order dealers.

Chapter VIII. The mail-order medicine business. Inquiries, and how to turn them into orders. The value of testimonials, and how to get them. The price and the profit. The value of a new idea, etc. Examples of good ads and letters.

Chapter IX. Selling medicines through agents. How to get agents and how to keep them. The literature. Selling on consignment and making collections. Three strong letters to agents. This is a long chapter—the subject is fully covered.

Chapter X. Giving satisfaction. Promptness in filling orders. Slack methods and where they lead. The keystone of a successful mail business.

Chapter XI. Legitimate schemes. How to make a big profit and still give satisfaction. Samples of scheme circulars and follow-up letters. An example of a good scheme is given.

Chapter XII. The trust or consignment scheme is gone into fully. The author has had wide experience in this class of business and speaks with full knowledge. The best class of articles and premiums are shown in the light of practical experience. Where to buy at lowest prices. How to get replies at the lowest possible figure. Delinquent creditors. How to keep the percentage of losses down. Examples of dunning letters. Do not go into the trust-scheme business without reading this chapter.

Chapter XIII. Advertising mediums. Importance of

Chapter XIV. Typographical detail. How space is measured. Display ads. Reading matter ads. A flat rate. Classified ads. Position. How to send copy, etc.

Chapter XV. Postal pointers. What you ought to do and what you ought not to do. Postal regulations and infractions.

Chapter XVI. The future growth of the mail-order business. This class of trade constantly increasing. The impetus given the mail trade by the extension of the Rural Free Delivery. The cumulative results of circular mailing. How to strengthen a good first impression so that an order follows. This chapter shows the way to "key" your ads effectively.

Chapter XVII. "Miscellaneous Schemes." Matrimonial bureaus and their operation. The right class of advertising literature. Courses in hypnotism, and the immense profits realized. Palmistry, Astrology and Physical Culture are also given attention. How to start a successful book or subscription business by the mail-order method. The books that sell. Valuable points on guessing contests and puzzle offers.

Chapter XVIII. Gives exhaustive consideration to the question of Financial Advertising. How to get mail-orders for investment securities and speculative ventures on margin. Literature and methods. The best mediums to use. Brokers' advertising. The discretionary pool. Get-rich-quick schemes. Real estate advertising. Building and loan societies. Selling mining stocks. Follow-up letters, etc. Three model letters showing the right sort of argument to use.

Chapter XIX. This chapter gives a plan for working up a very profitable business. Small capital is required. Where to get goods that will sell. A number of valuable points for every beginner in the mail-order business

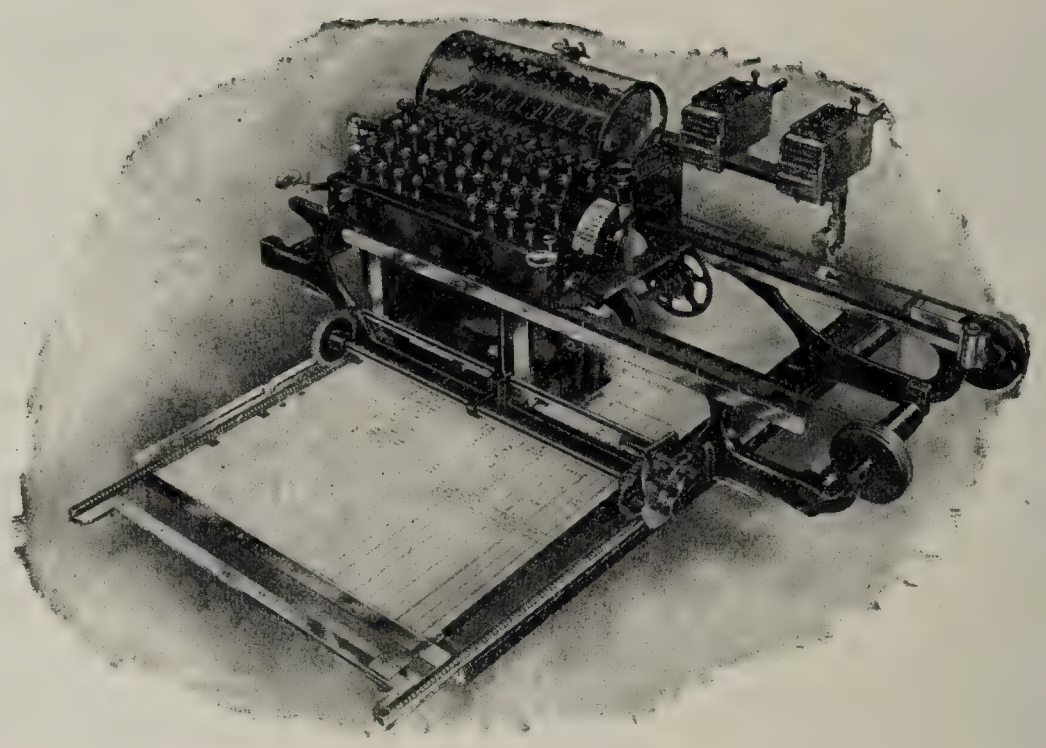
Chapter XX. Contains a number of letters of mail-order firms (names omitted) who were not succeeding as well as they should, or who had made absolute failures of the business. The reasons for the lack of success.

The Appendix contains the names of manufacturers and jobbers who supply mail-order men with goods, supplies and circulars needed in their business. Full addresses are given.

This book is a mine to all mail order men and other business men who wish to extend their business. It will give you the requisite knowledge to enter the business intelligently, and with prospect of success. You will receive this book and a year's subscription to Advertising (12 numbers, 2 volumes.)

SEND $1 TO-DAY and take advantage of this great offer, which contains the biggest dollar's worth of advertising instruction advice and information ever offered.

ARTHUR E. SWETT, Royal Insurance Building, Dept. 9, CHICAGO



YOU HAVE TWO HEADS
at work for you when you use the

ELLIOTT-FISHER COMBINED BILLING AND ADDING MACHINE

While the head and hands of the operator are busy typewriting the items of the bill, there's another head at work, automatically and mechanically footing it up.

When the last item is down, this other head (the Adding Attachment of the Elliott-Fisher Combined Billing and Adding Machine) has the work of adding all done and all you need do is typewrite the result it shows.

Two heads are better than one, and you have the two heads if you use this machine.

You can't beat this combination.

Write for further particulars.

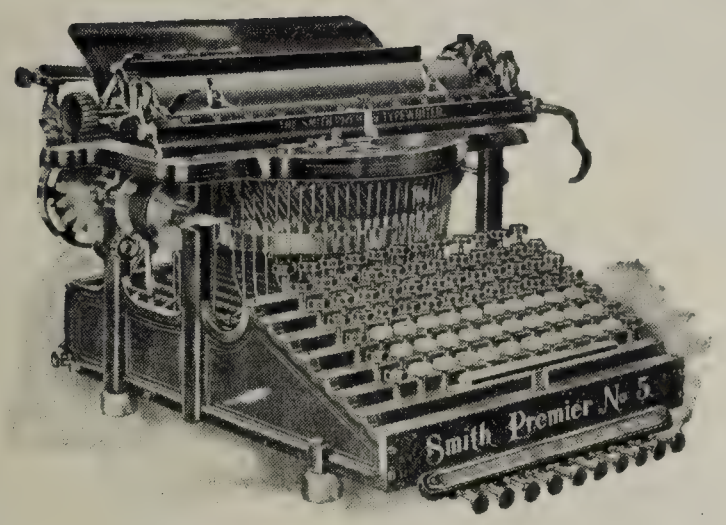
ELLIOTT-FISHER COMPANY

329-331 BROADWAY, N. Y.

CHICAGO
MINNEAPOLIS
ST. LOUIS
CLEVELAND

LONDON, ENG.

PHILADELPHIA
BALTIMORE
CINCINNATI
PITTSBURG



The New Smith Premier

New Smith Premier Billing Machine

(With Tri-Chrome Ribbon Attachment)

Makes out a bill in duplicate or triplicate and, with same operation, records it on loose-leaf sales-book.

Assures a bill for every entry and makes discrepancies impossible.

Condenses the charges on the sales-sheets without loss of space.

Recapitulates and classifies the sales.

Does not soil the sale-sheets with the carbon. And by means of its three-color device,

Writes the Credits in Red and the Body of the Page in Purple Copying or Non-Fading Ink.

The New Smith Premier Billing Machine adjusts itself to the needs of any office; reducing book-keeping to its lowest terms, saving time, promoting accuracy and insuring neatness and legibility. Write for further particulars.

THE SMITH PREMIER TYPEWRITER COMPANY

Dept. B,

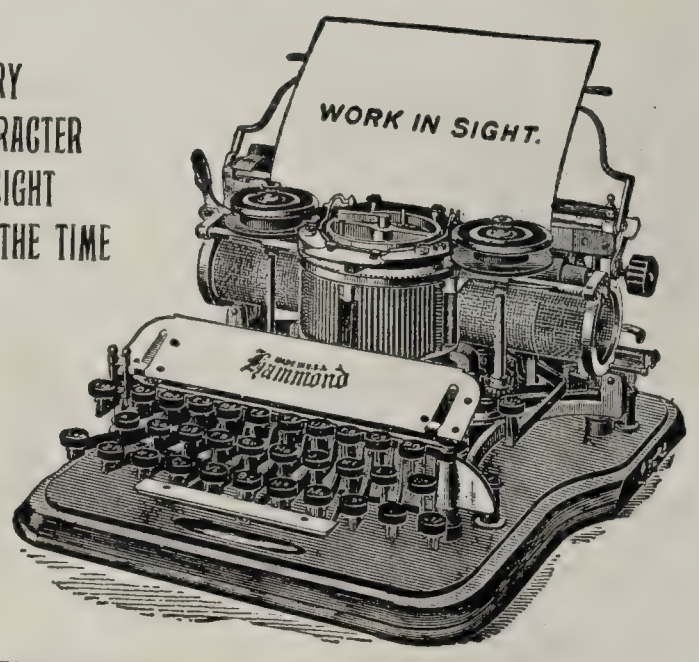
SYRACUSE, NEW YORK

HAVE YOU SEEN

THE NEW MODEL HAMMOND TYPEWRITER

No. 12 VISIBLE

EVERY CHARACTER IN SIGHT ALL THE TIME



¶ This instrument is full of Labor Saving Devices, right up to the minute, including **Polychrome Ribbon Attachment**—writing in two colors, and **Variable Spacing Mechanism**—changing from one to six letter spaces.

Send to our nearest representative for full particulars

THE HAMMOND TYPEWRITER COMPANY

Factory and General Offices:

69th to 70th Streets and East River, New York, N. Y.



TYPEWRITERS ALL MAKES

All the Standard Machines **SOLD or RENTED ANYWHERE** at ½ to ⅔ M'f'r's prices. ☞**RENTAL APPLIED** on price. Shipped with privilege of examination. Write for Catalog

TYPEWRITER EMPORIUM, 202 LaSalle Street, CHICAGO

ROLL PAPER

FOR ALL MAKES OF

ADDING MACHINES

WE ARE MANUFACTURERS,
WHY NOT BUY DIRECT?

		Per 100	
For Burroughs, Universal or Pike		2 5/16"	3 15/32"
No. 50 Book (extra quality)...		**$7.00**	**$9.75**
No. 30 Parchment (very strong)		**6.00**	**8.50**
For Standard	2"	2½"	2⅞"
No. 50 Book (ruled).....	**$3.25**	**$4.00**	**$4.50**
For Comptograph		2½"	2⅞"
No. 50 Book (plain).....		**$4.50**	**$4.75**

Liberal Discount on 500 Roll Lots

THE WHITAKER PAPER COMPANY

CINCINNATI, OHIO.

We furnish the paper on which THE BUSINESS MAN'S MAGAZINE is printed.

POSTAL $25.00



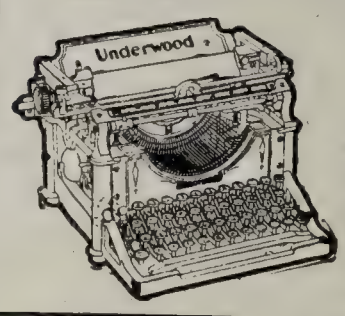
TYPEWRITER

Honest in price, service, material and workmanship—the only **real** typewriter at low price. It combines **universal keyboard,** strong manifolding, mimeograph stencil cutting. visible writing, interchangeable type and prints from ribbon. **Imperfect alignment impossible.**

Will stand hardest wear and is practically accident proof. Write for our booklet and instalment plan. Agents wanted.

POSTAL TYPEWRITER CO., Dept. 46

Office and Factory: Norfolk, Conn.



TYPEWRITER BARGAINS

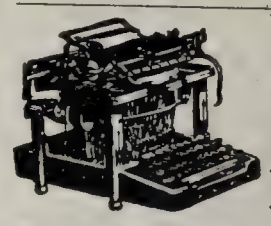
ALL STANDARD MAKES

$15.00 to $65.00

Most of these machines have been only slightly used—are good as new. Shipped on approval. Don't buy a typewriter before writing us. We will give you the best typewriter bargains you ever heard of,

McLAUGHLIN TYPEWRITER EXCHANGE
606 Olive Street, St. Louis, Mo.

Agents wanted in all territories. Write for particulars.



Clearing Sale

Slightly Used Typewriters

All Standard Makes Less Than ½ Price

We own and offer as wonderful bargains, 1500 typewriters which have been used just enough to put them in perfect adjustment. **Better than new.** Shipped on approval, free examination. 1000 new *Visible Sholes* machines, built to sell for **$95**—our price while they last **$45.**

We rent all makes of machines for **$3.00** *a month and up.*

Free catalogue containing unparalled list of splendid typewriter bargains. Send for it **today.**

ROCKWELL-BARNES CO., 1551 Baldwin Building, CHICAGO, ILL.

FOR TWENTY-FIVE DOLLARS

MODERN FACILITIES



SUCCESSFUL FEATURES

WE WILL SELL THE REGULAR

$50 Commercial Visible Typewriter

in locations where we have no agents to protect. Send for illustrated catalogue free, and ask for **Special Proposition Guaranteeing Satisfaction or Machine May be Returned.** Also inquire about our **Inducements to Agents.** The best offer ever presented to the trade.

SEND FOR ILLUSTRATED CATALOGUE. ALL MAKES WRITING MACHINES REBUILT LIKE NEW

COMMERCIAL TYPEWRITER CO., 261 Williams Street, New York City

---

10000 LITHOGRAPHED LETTER HEADS

$2.00 per 1,000

Engraving (for first order only) $5.00 upward according to amount of copy. Send for Samples and Special Design.

H. STILWELL, 708 PINE ST., ST. LOUIS

Air Cushion Feet



Price, by Mail
$2.00 per Set

Air Cushion Typewriter Feet save wear and tear on the machine and reduce repair bills one-half. Fifty typewriters equipped with these little Cushions will not begin to make the noise of five operated without.

If you are not satisfied after a trial, return them and get your money back.

Name machine when ordering.

The Typewriter Pedestal Co., 918 Hammond Bldg., Detroit, Mich.

5,000 USED AND REBUILT

Typewriters



ALL MAKES—ALL PRICES

WHOLESALE and RETAIL

SAMPLES OF WORK ON APPLICATION

American Writing Machine Co.

343 Broadway, NEW YORK

WE WOULDN'T SAY SO IF
WE COULDN'T PROVE IT

The

Underwood



Typewriter

is the one real visible writer which has been unquestionably proven to be dependable under all conditions; adapted to all classes of work, and free from experimental defects.

Underwood Typewriter Co.

241 Broadway & & New York

NEVER SOILS OR SPOILS

Day's White Paste

It's the paste that sticks, but doesn't leave a sticky look. It's always ready in our Handy Paste Jar, with water-well. Paste is so much nicer than mucilage, and our Handy Jar makes it a most convenient article

ON YOUR DESK, OR FOR PHOTOS OR HOME USE

Day's is not only as good paste as is made, but our jar holds more of it. Write us and we will send a

Sample Free

You can get your dealer to supply you with Day's 25c. jar, 15c. jar, or in bulk, 6 lb. pail, $1.00.



Diamond Paste Co., 66 Hamilton Street, Albany, N. Y.

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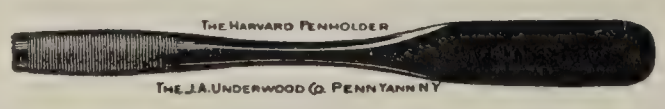
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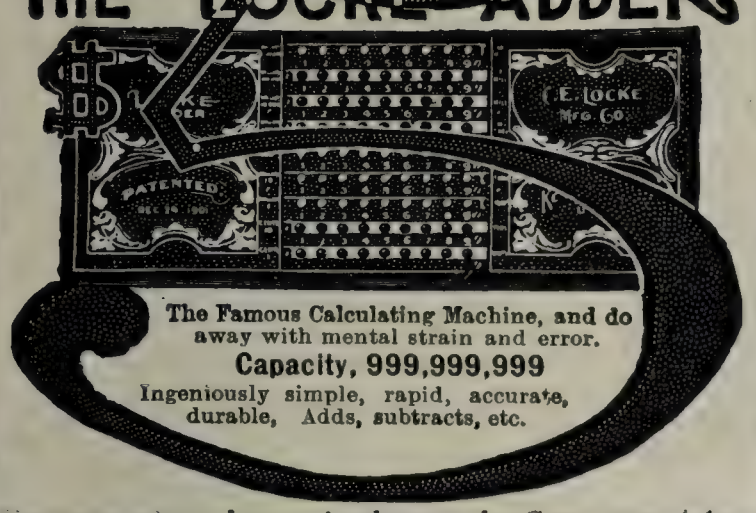
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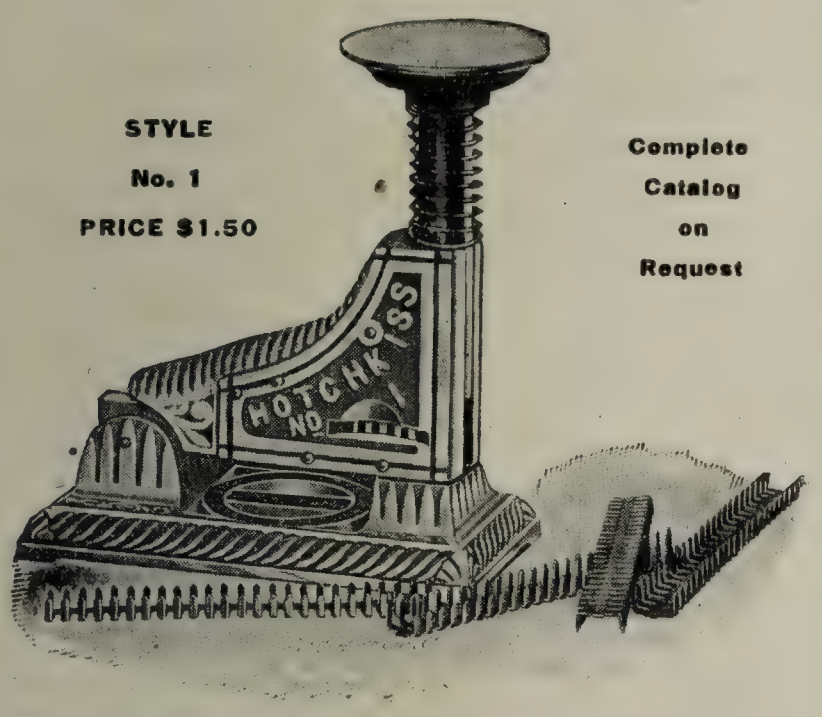
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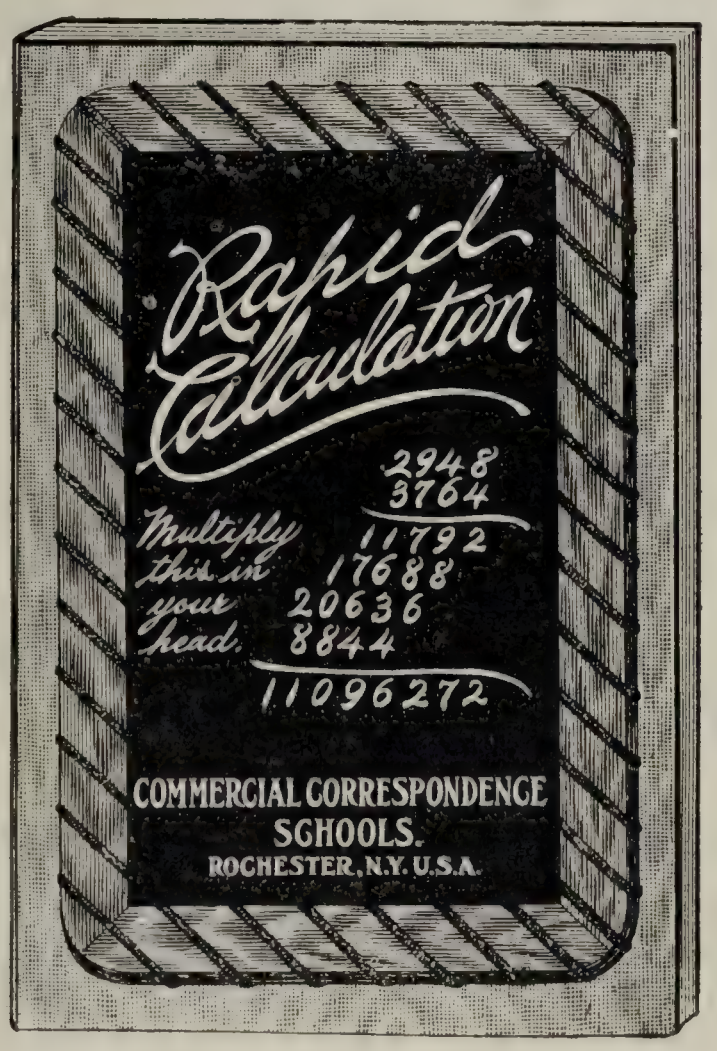
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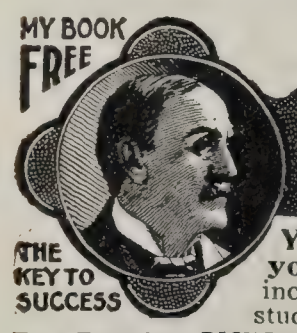
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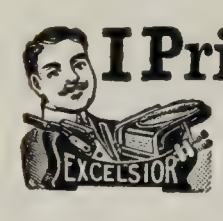
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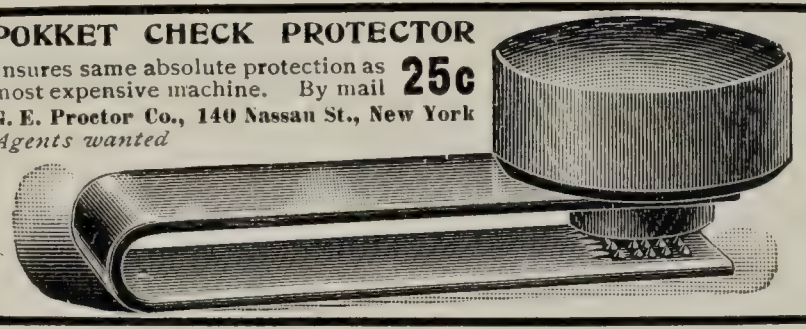
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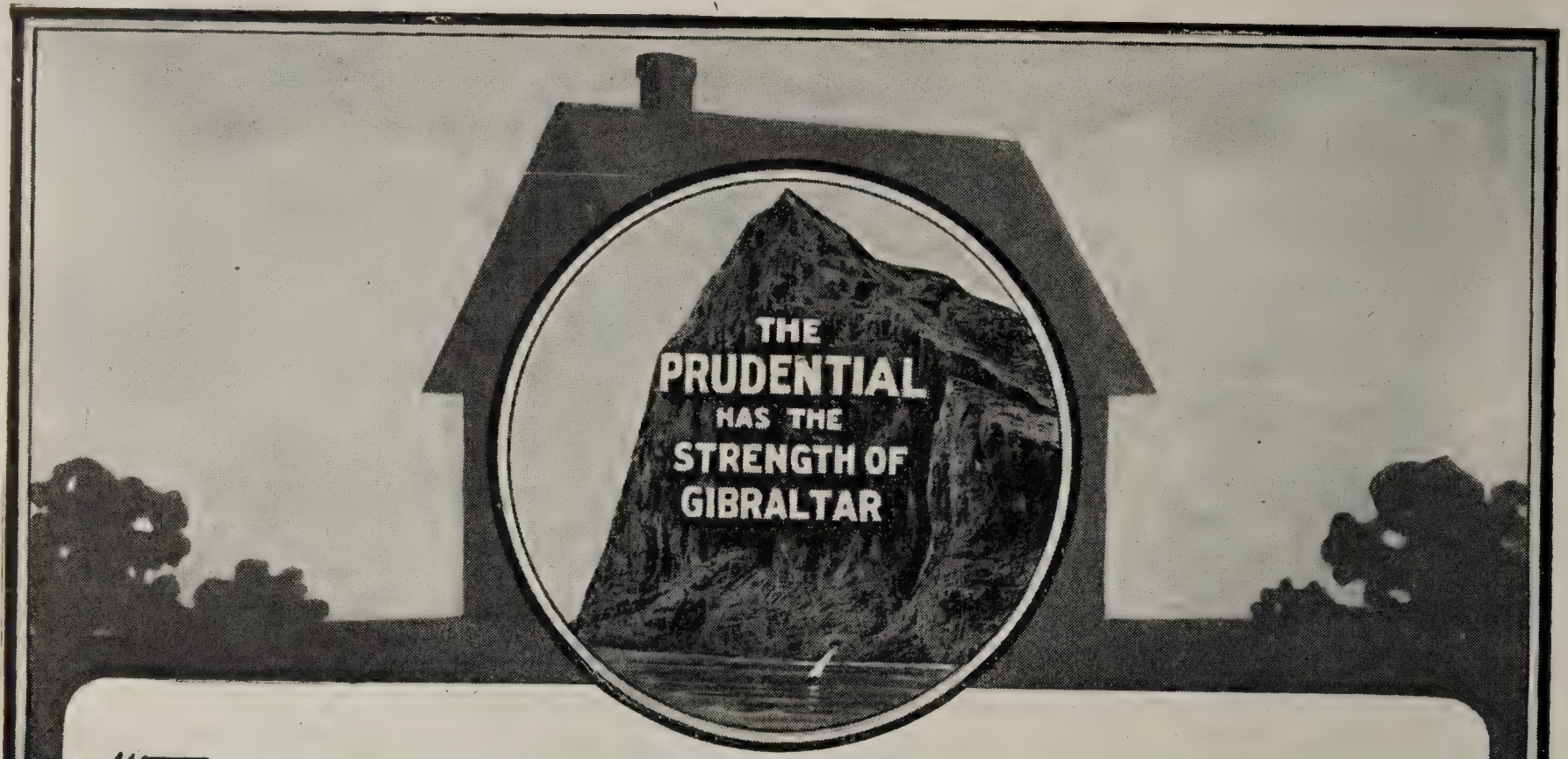


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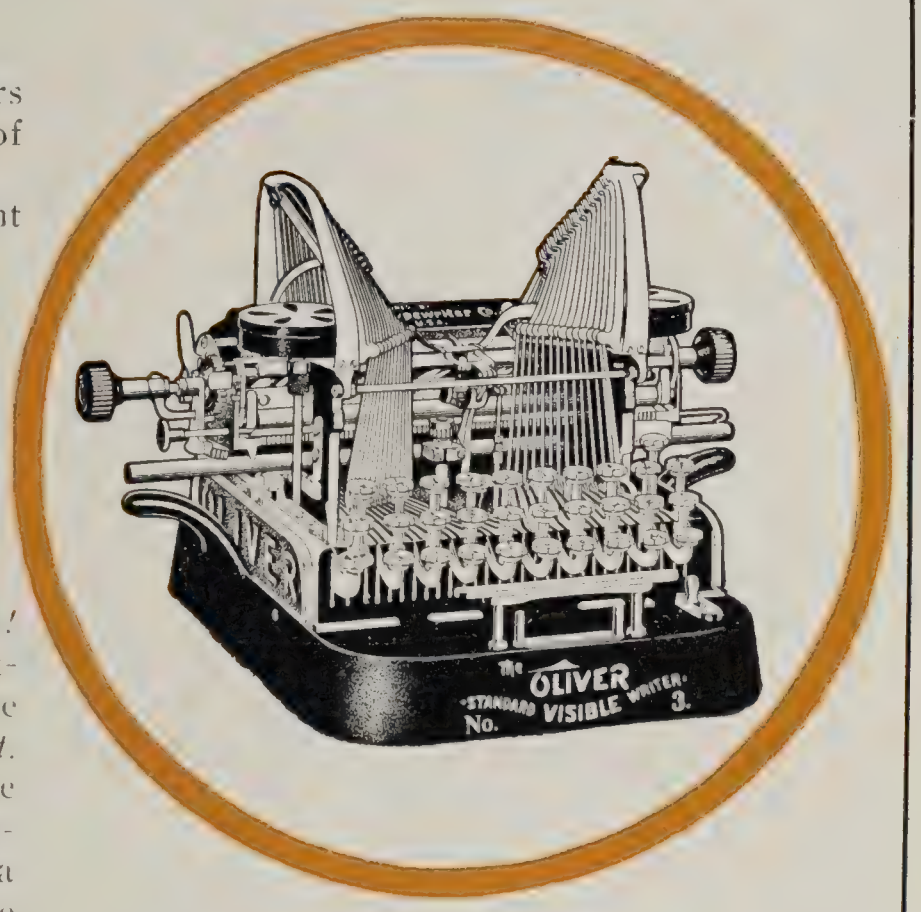
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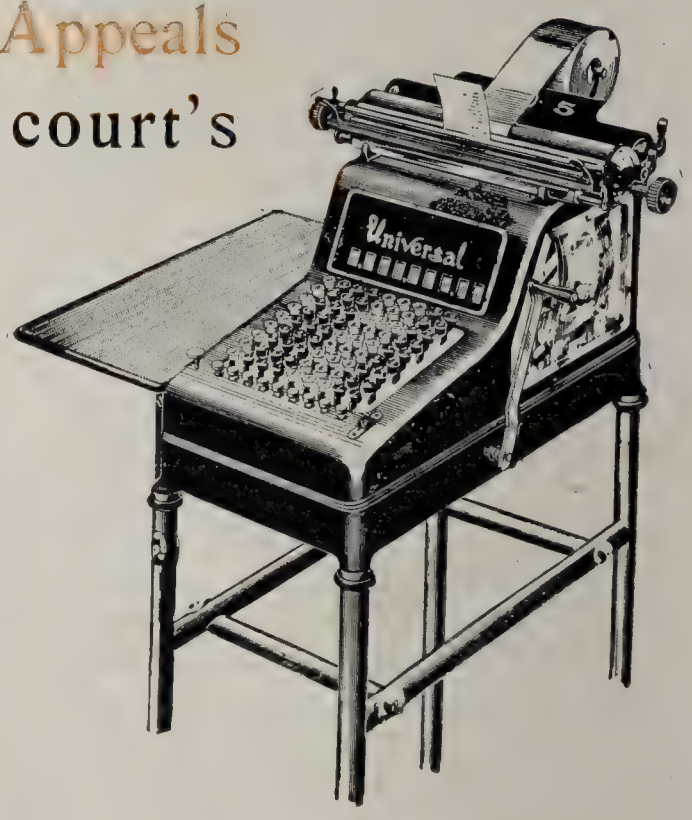
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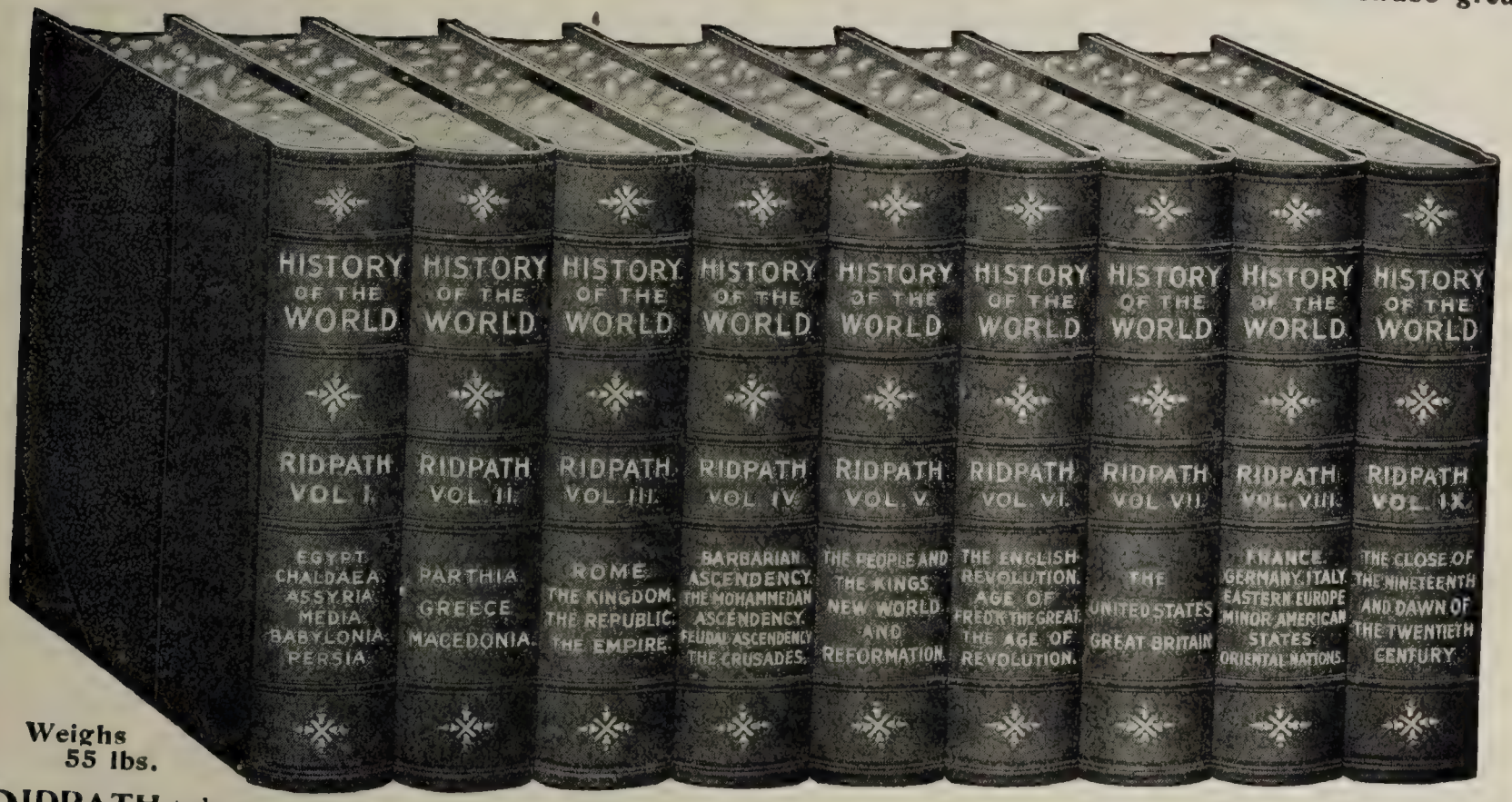
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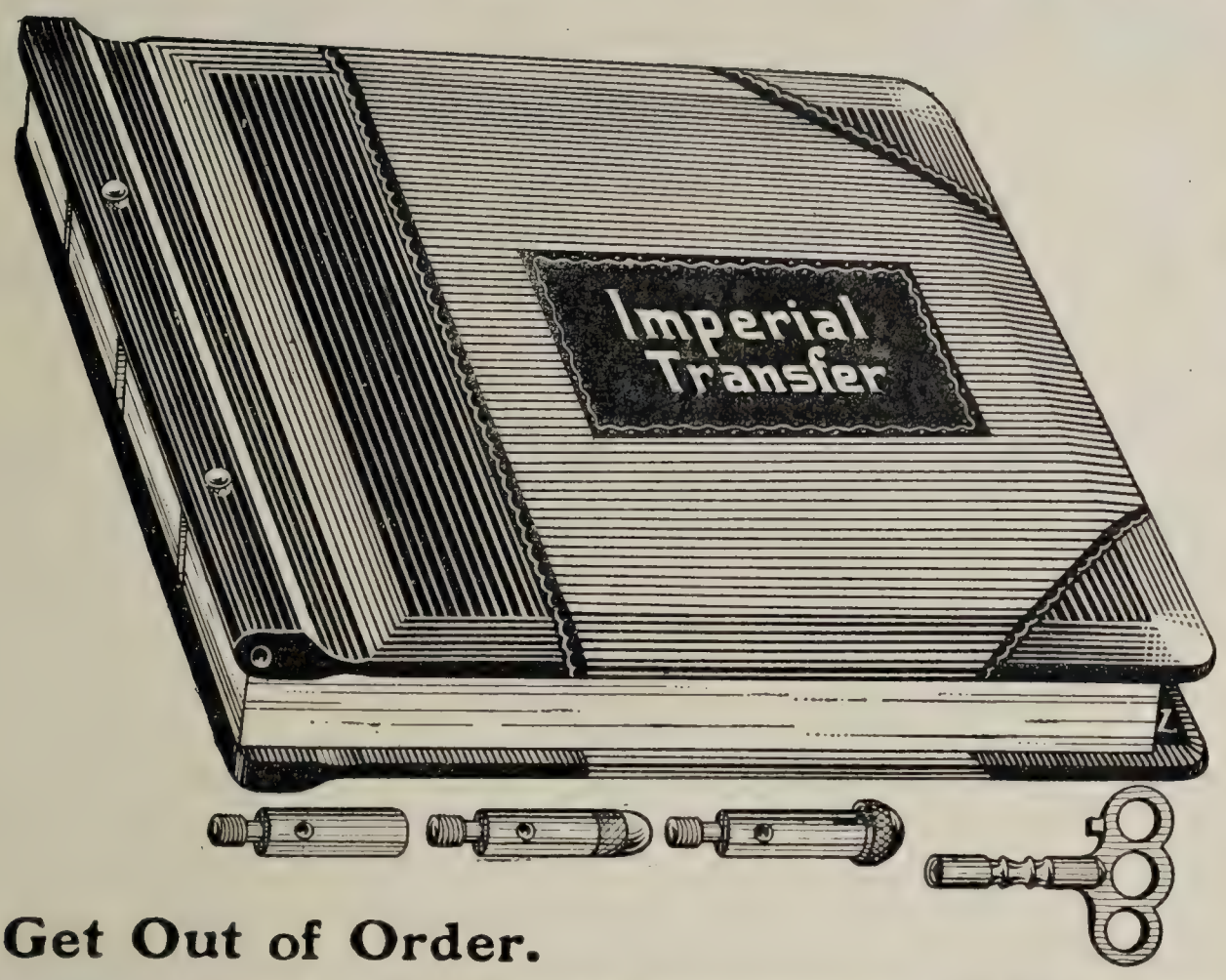
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Edited by E. H. BEACH

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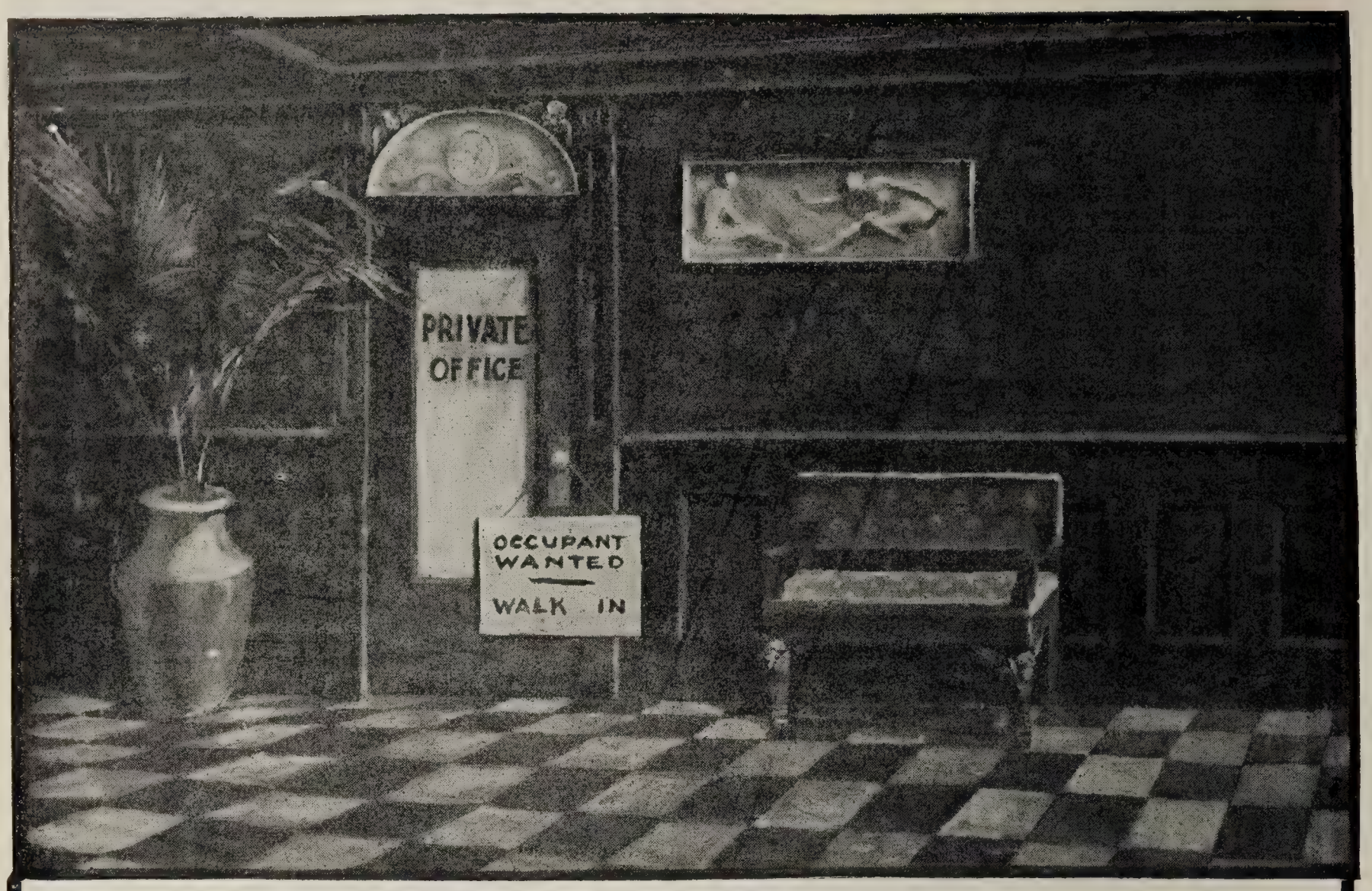
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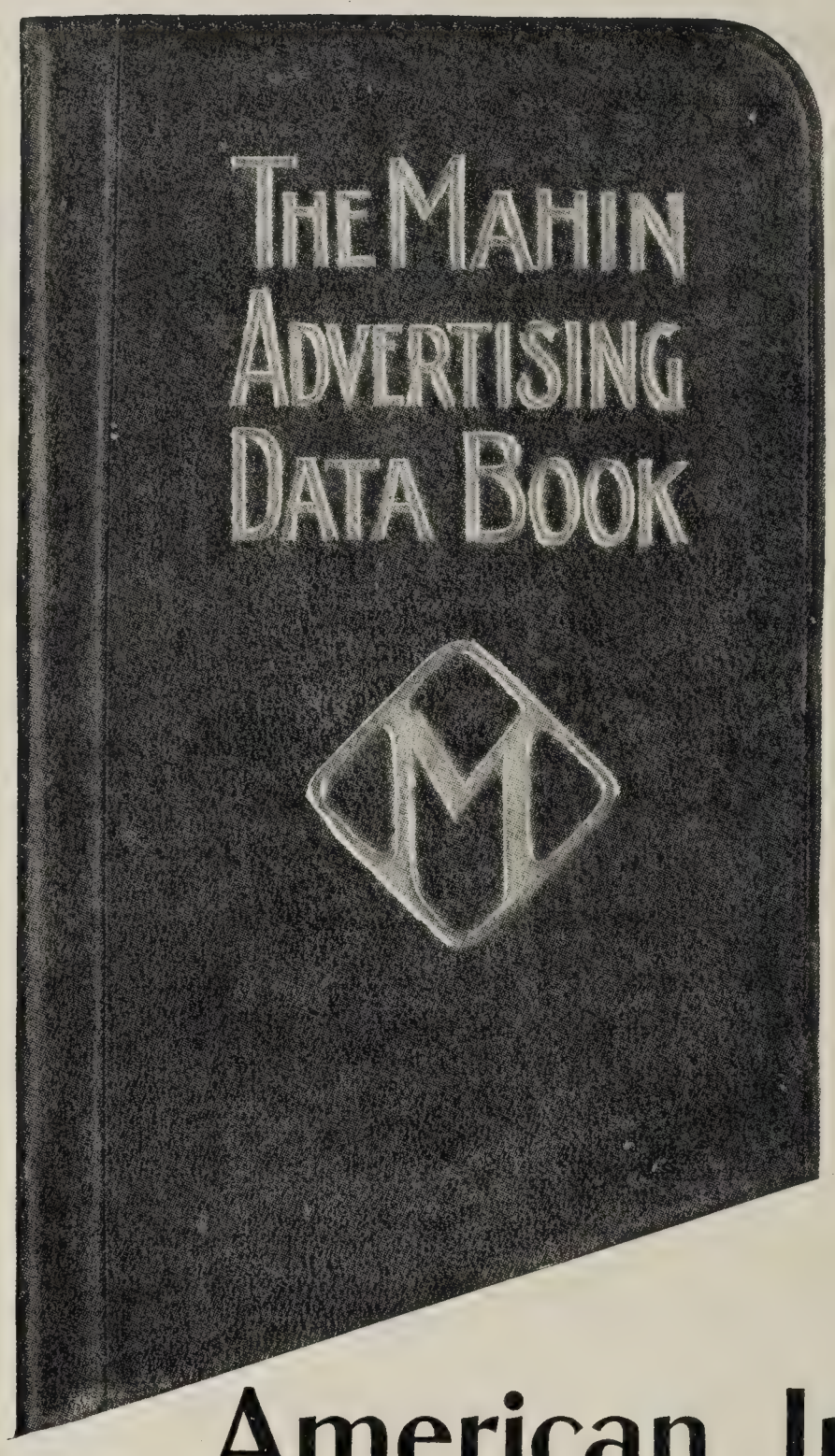
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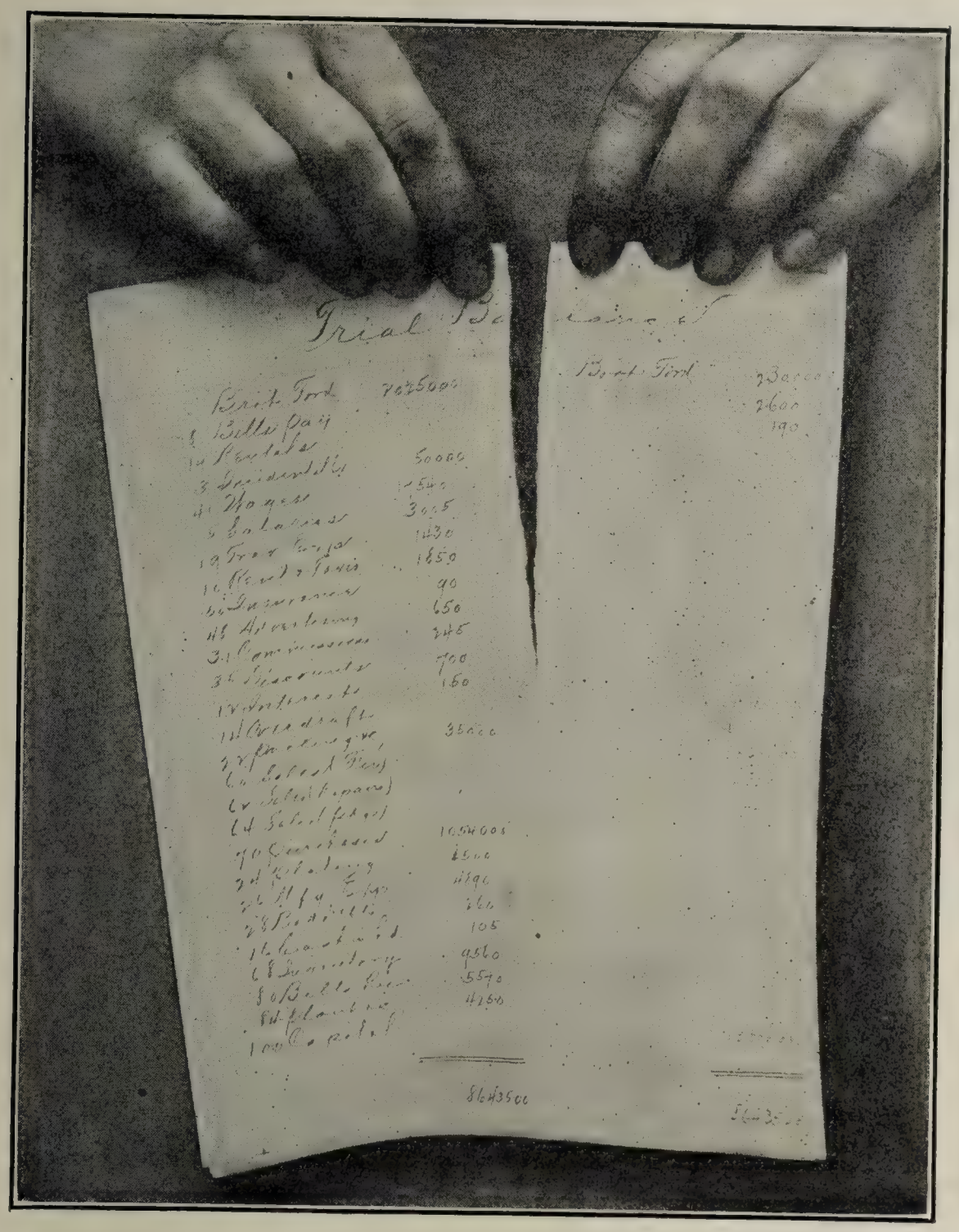
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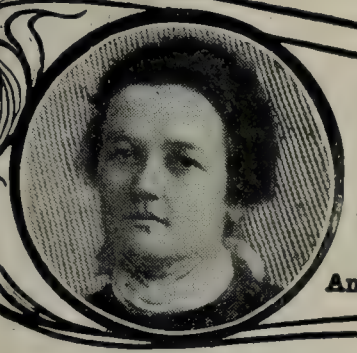
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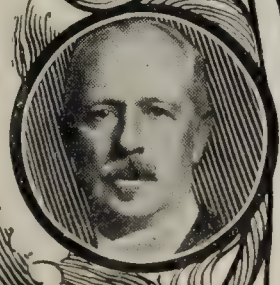
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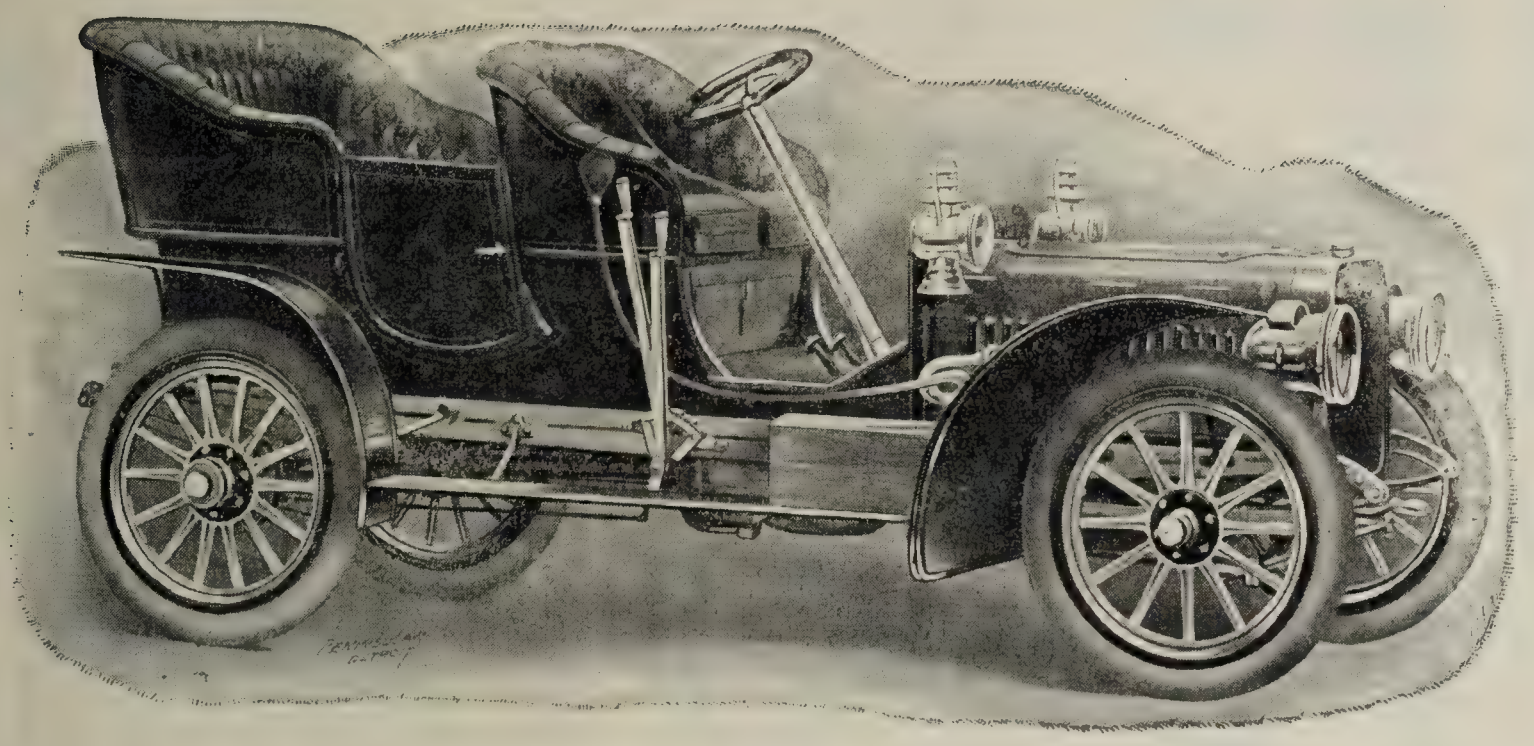
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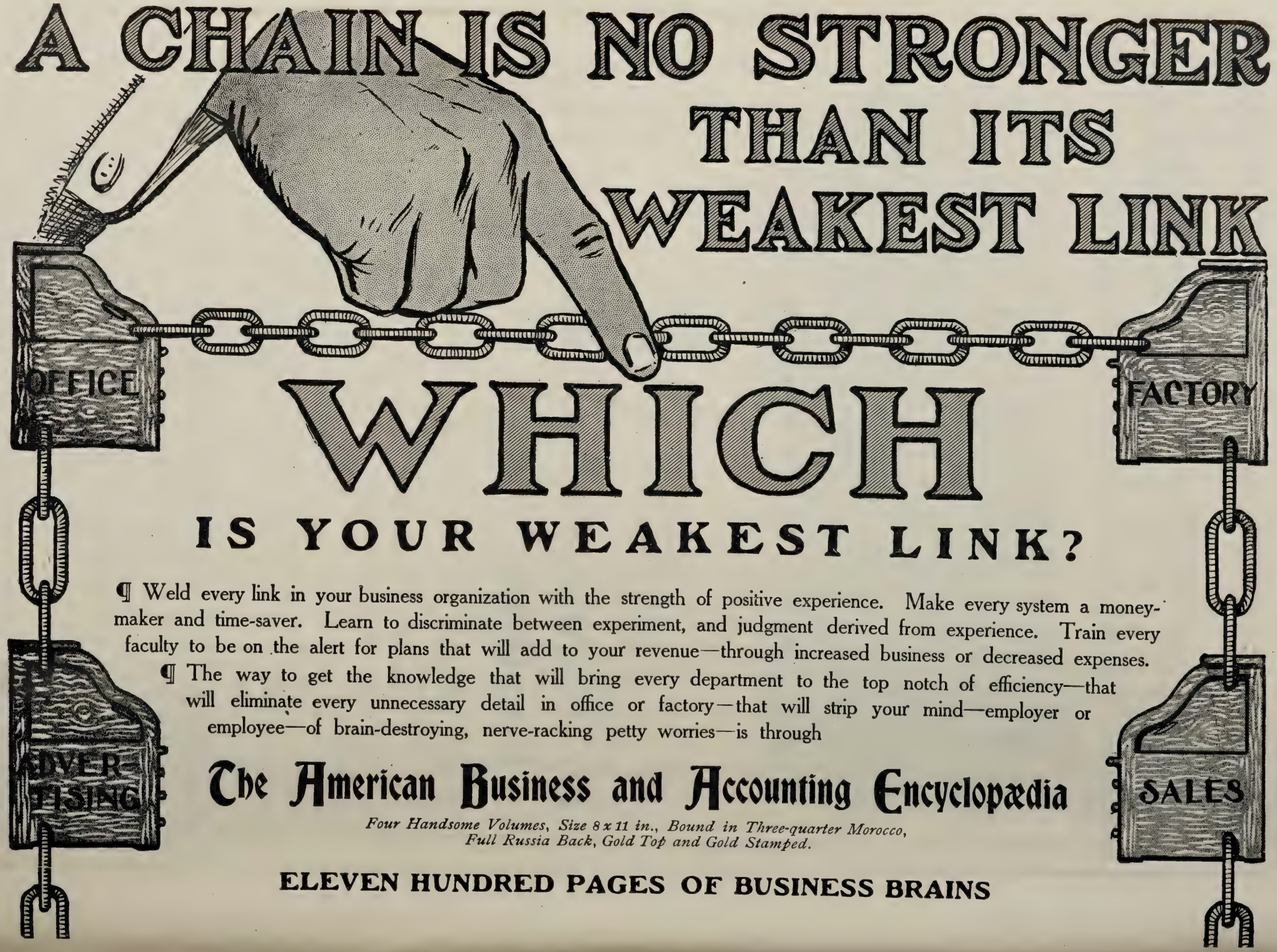
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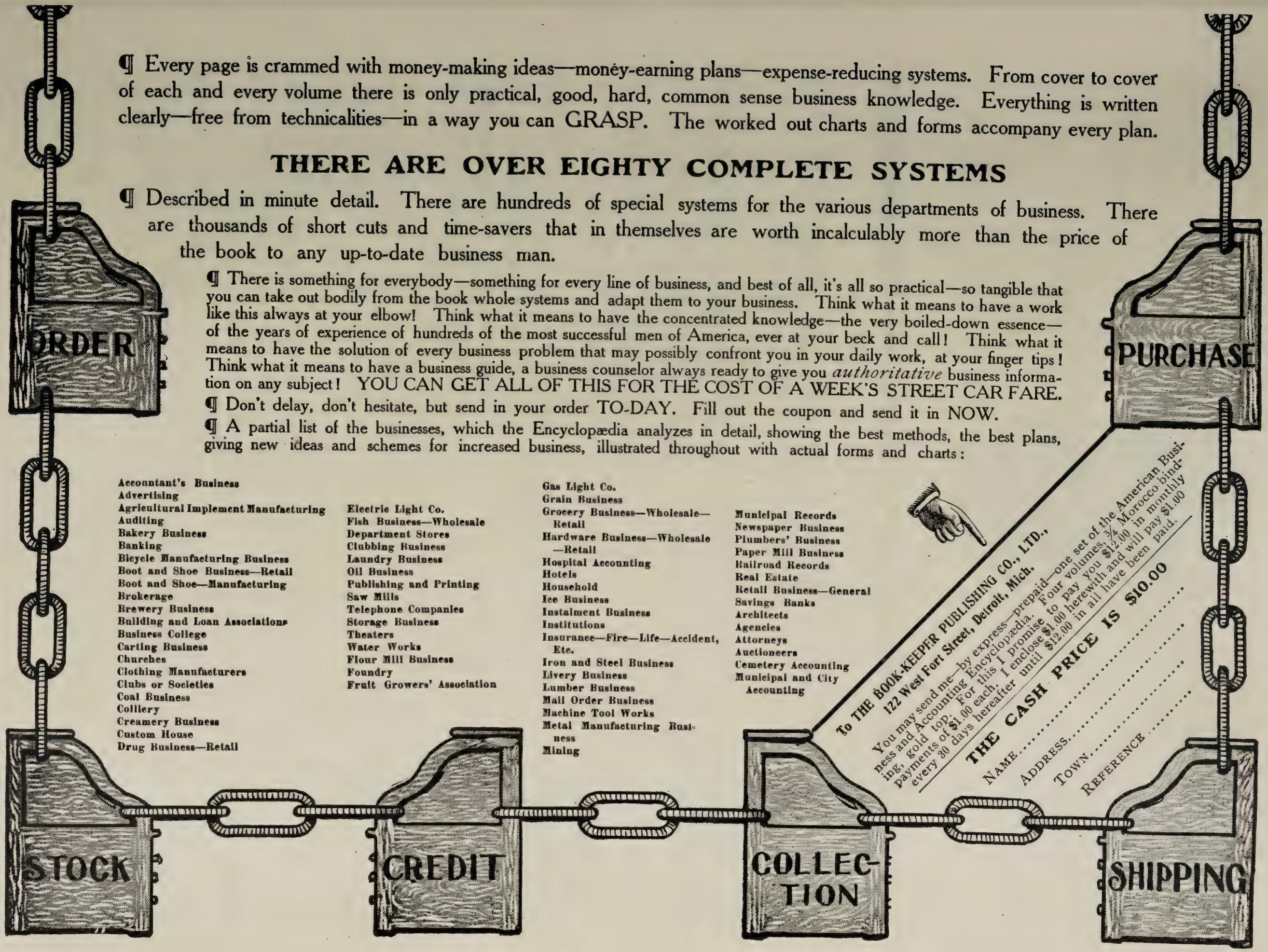
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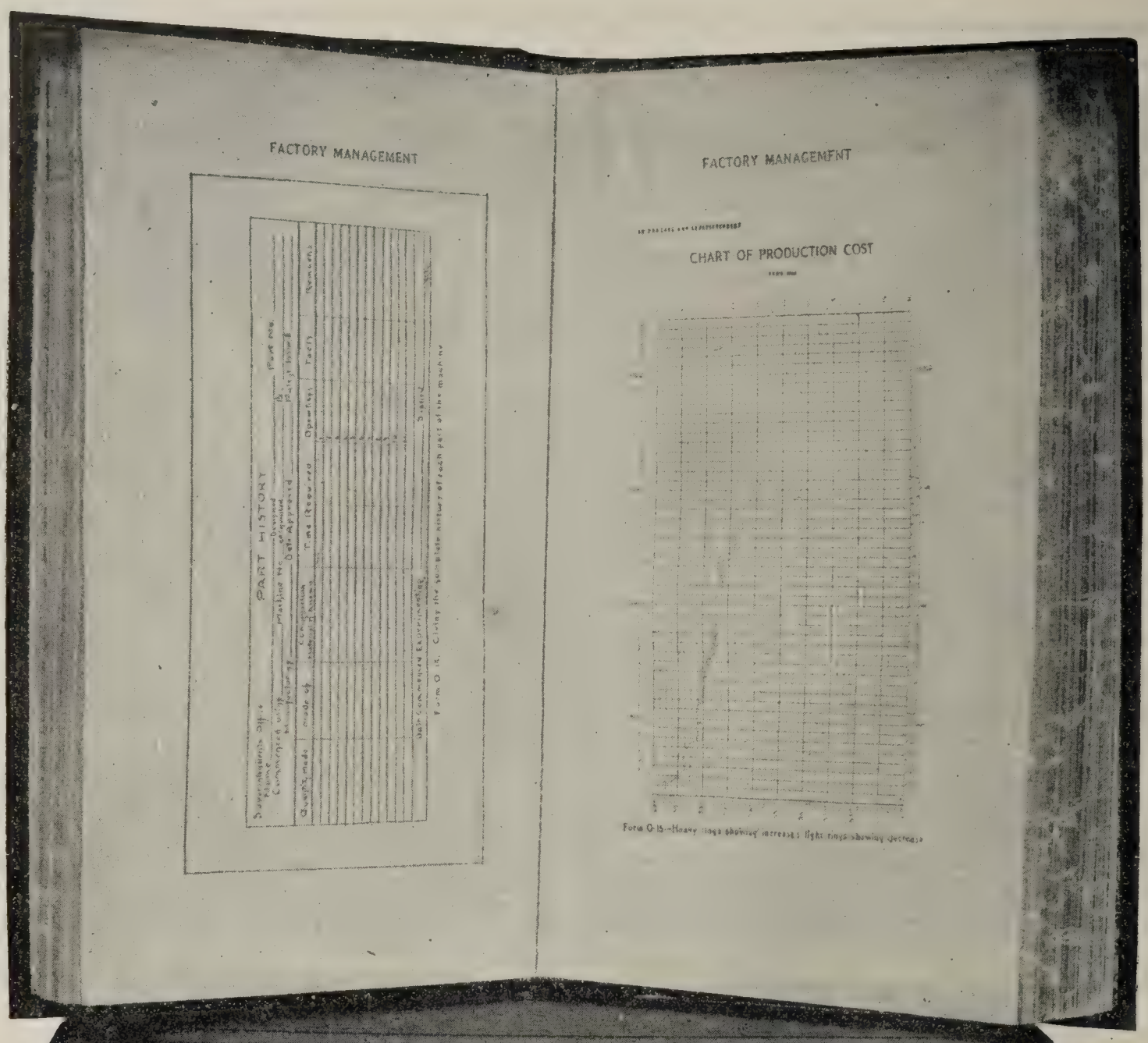
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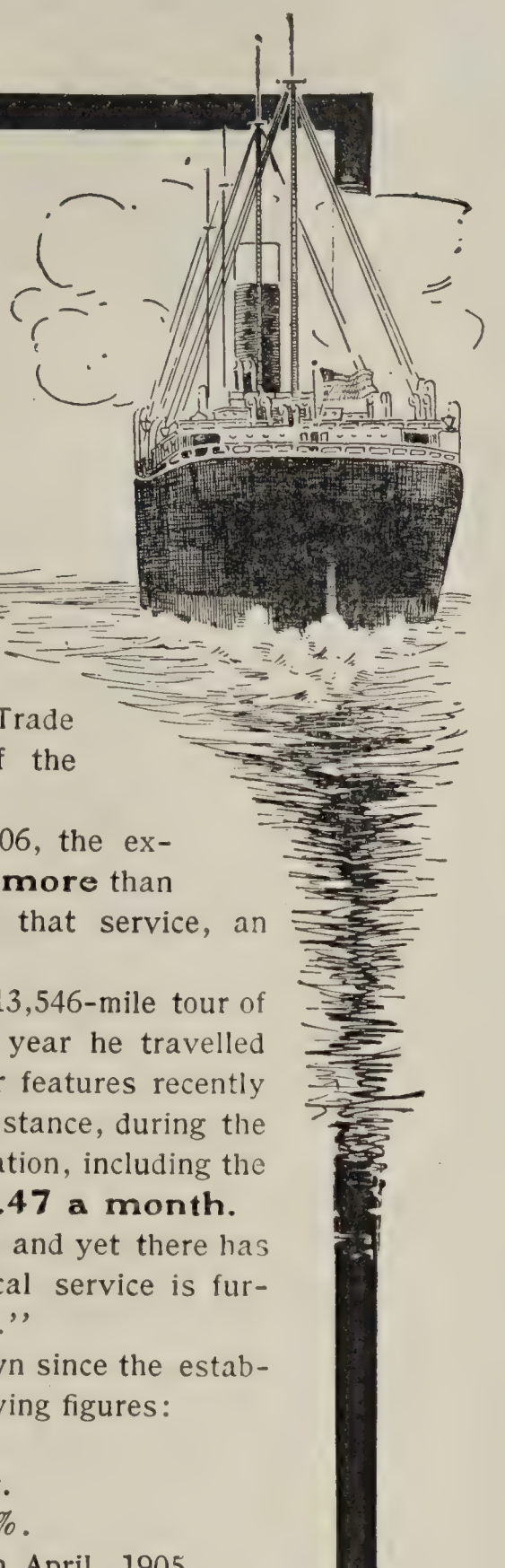
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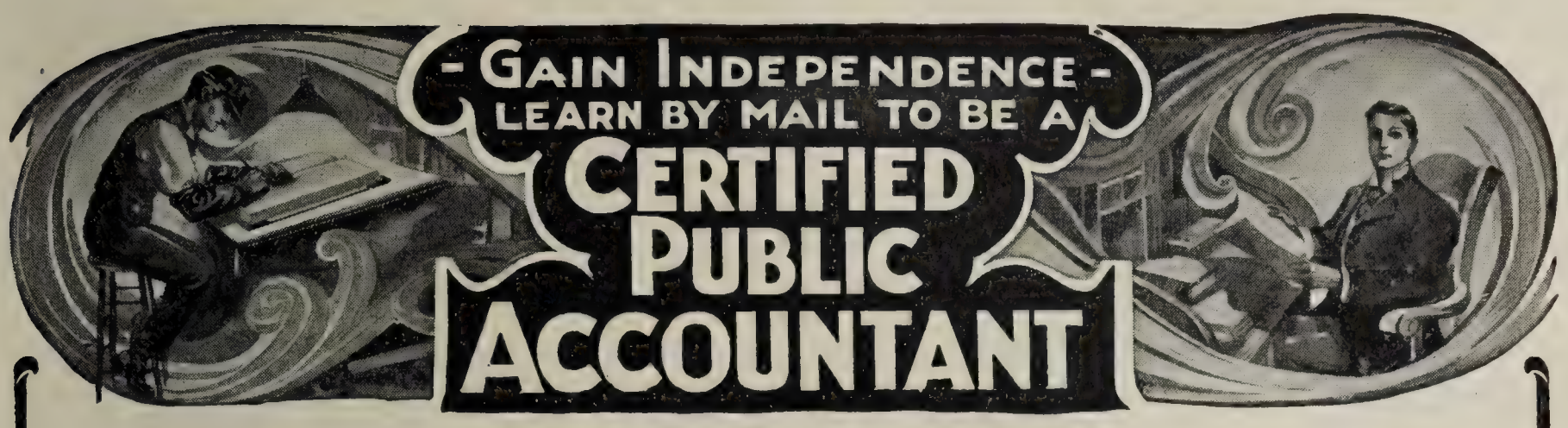
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What Expert Shorthand Writers Earn

Milwaukee Sentinel says their Income is Larger than Congressman's Salary—Anthracite Coal Investigation Reports Paid $50,000 for Three Months' Work

UNDER date of November 4th, 1906, the *Milwaukee Sunday Sentinel* printed an article entitled "Expert Court Stenographers in Milwaukee Whose Income is Larger Than a Congressman's Salary," which detailed the work of the men and women whose business it is to report the proceedings of the courts in that city. The first paragraph of that article follows:

"When a court reporter can make clear, above all expenses of office rent and supplies, more money in a year than the salary of a congressman, why is it that there are so few court reporters? Why do only a small per cent of those who take up shorthand and typewriting as a profession show the persistence required to rise to the top notch in their work, when good court reporters are scarcities, not only in Milwaukee, but in every other city? The work is clean and fascinating and it offers, aside from the big net earnings, many other inducements usually demanded by a person of a scholarly turn of mind."



JOSEPH M. CARNEY
Wisconsin's Youngest Expert Shorthand Reporter

The article proceeded with an account of what each expert shorthand writer in the Cream City is doing.

On November 11, the same paper told of the advancement of Joseph M. Carney from a "business college" stenographer, until at twenty-four years of age, he became a partner of Charles H. Welch, the veteran official reporter of the first judicial district of Wisconsin, and the youngest expert in that state whose income is "larger than that of a congressman."

The conditions prevailing in Milwaukee are common throughout the United States. In fact, the court reporters of Wisconsin's metropolis are not so well paid as those in other cities. In Chicago, a single firm does a business of more than $100,000 a year. Mr. Frank R. Hanna, formerly of the firm of Hanna & Budlong, in a recent address, told how that firm handled the reporting of the Anthracite Coal Strike Commission Investigation, for which they received a trifle over $50,000—and the work took less than three months. The case of the Merganthaler Linotype Company vs. the Monotype Company, tried in Washington a few weeks ago, lasted but two weeks. It was reported by Mr. Hanna, and his firm was paid $5,000 for that work. Throughout the entire country the men engaged in this class of work are paid the best salaries.

After graduating from a business college, Mr. Carney went to work as a commercial stenographer, his first position paying him but $3 a week. He then secured instruction by correspondence from expert court reporters, and in a short time became proficient to perform this class of work. His ability he owes to the instruction he obtained from the home study course of the Success Shorthand School.

This school has graduated hundreds of these experts, who are now employed as court reporters, private secretaries, in legal work, and hold the best positions throughout the country. At the head of the Chicago School are those who were formerly at the head of the greatest reporting business in the world, while Frank R. Hanna, whose work on the Anthracite Coal Strike Investigation is mentioned above, is now at the head of the school in New York City. Among other graduates of this school (most of whom were taught by correspondence) are:

C. W. Pitts, Alton Iowa—Knew nothing of shorthand when he enrolled; seven months thereafter was holding a position as official reporter of the Fourth Judicial District of Iowa, a position worth $3,000 a year.

J. M. McLaughlin, care Court House, Burlington, Iowa—Official Court Reporter of the Twentieth Judicial District of Iowa.

C. E. Pickle, care Court House, Austin, Texas—Official Court Reporter. A former Benn Pitman writer. Speed in writing materially increased by our correspondence course.

Wm. F. Cooper, care Court House, Tucson, Ariz.—Official Court Reporter of the First Judicial District, a former Graham writer.

W. J. Morey, 81 Clark St., Chicago—Private secretary to Joseph Leiter, Chicago millionaire.

George F. Labree, Criminal Court Bldg., Chi-

cago—Formerly a commercial stenographer; now member of the official court reporting corps of the Criminal Court of Cook County. Worked on the famous Hoch murder case, the Jocko Briggs case, the John A. Cook case, and all important criminal cases tried in the last year in Chicago.

T. D. Kellogg, 1676 Pemberton Ave., Chicago—Private secretary to John R. Walsh, Chicago millionaire.

Dudley M. Kent, Colorado, Texas—Formerly a Benn Pitman writer. Now official reporter of the Thirty-second Judicial District of Texas. He was perfected by our correspondence course. In a single month Mr. Kent made $650.25 in his position.

Sigmund M. Majewski, Journal Bldg., Chicago—Knew nothing of shorthand when he enrolled. Now one of the most successful court reporters in Chicago.

Eva C. Erb, Ogden City, Utah—Formerly a commercial stenographer, now official reporter of the Second Judicial District of Utah; trained through the correspondence course.

Gordon L. Elliot, Mason City, Ia.—Official Reporter of the Twelfth Judicial District of Iowa, a former Benn Pitman writer. Now writes and enthusiastically endorses Success Shorthand. Took correspondence course.

Mary E. Black, Ashland Block, Chicago—Formerly a Graham writer in a commercial position. Now a court reporter with a lucrative business.

James A. Newkirk, 607 American Trust Building, Cleveland, Ohio—Enrolled in correspondence school from Columbus, O. After graduation started in business in Cleveland at above address as a court reporter. During the last summer reported investigation of the Standard Oil Company, the famous Ice Trust case, and many others.

John W. Neukom, care Court House, St. Paul, Minn.—Formerly a Munson writer. Was perfected through correspondence course while working as a commercial stenographer. In the summer of 1906 was appointed a member of the official corps of stenographers in St. Paul.

Leonard P. Biggs, Official Reporter, Wilmer, Ark.—Former Benn Pitman writer. Increased ability and, to use his words, "increased my income more than 25 per cent."

E. A. Ecke, Private Secretary to John R. Wallace, former chief engineer of the Panama Canal. Educated by correspondence while residing at Auburndale, Wis.



F. R. HANNA
An Official of Coal Strike Investigation Reporters

Ray Nyemaster, Private Secretary to Congressman Dawson, of Iowa—Studied while residing in Atalissa, Iowa.

Roy Bolton, Private Secretary to Comptroller of Illinois Central Railroad. Graduated from the personal school in Chicago when 16 years of age; wrote in a public test at the rate of 222 words a minute.

If you are a young man or young woman with no knowledge of shorthand, no matter to what position you may aspire, you should obtain instruction from these expert court reporters. Whether you are to become a court reporter, or are to learn shorthand for use in a commercial or a legal position, you should know the best, especially when it is no harder to learn than the inferior shorthand taught in the ordinary business colleges.

If you are now a shorthand writer, these experts can perfect you with the same shorthand with which others have succeeded, and with which they have performed the most difficult and best paying work in the shorthand line. You can learn at your home, or by attending the personal school located in New York or the one in Chicago. Write at once for the handsome forty-eight page prospectus, the "Evidence of Success" and a copy of the written contract given each accepted pupil to return all money paid in case of dissatisfaction. Do it today; your opportunity may come in a short time to join these people who earn salaries "larger than a congressman's." Address either school, simply writing for information to Success Shorthand School, Suite 212, 79 Clark St., Chicago, Ill. or Success Shorthand School, Suite 212 Broadway and Thirty-ninth St. Building, New York City, N. Y. If a stenographer, state system and experience.

NOTE—W. L. James and Robert F. Rose are the editors of THE SHORTHAND WRITER, the most up-to-date, instructive and interesting shorthand periodical ever published. Send 25 cents for three months' trial subscription. Address THE SHORTHAND WRITER, 79 Clark Street, Chicago.

The following is a statement of business handled in the court reporting office of J. A. Lord, Waco, Tex., in one month:

Salary as official stenographer	$130.00
Transcribing notes in case of R. L. Brown vs. American Freehold Mortgage Co.	927.00
Transcribing notes in case of J. H. Moss vs. G. C. & S. F. Ry. Co., pending in Lamar county	83.75
Reporting Baptist Convention	100.00
Miscellaneous work in office	41.25
	$1,282.00

Mr. Lord is a graduate of The Success Shorthand School.

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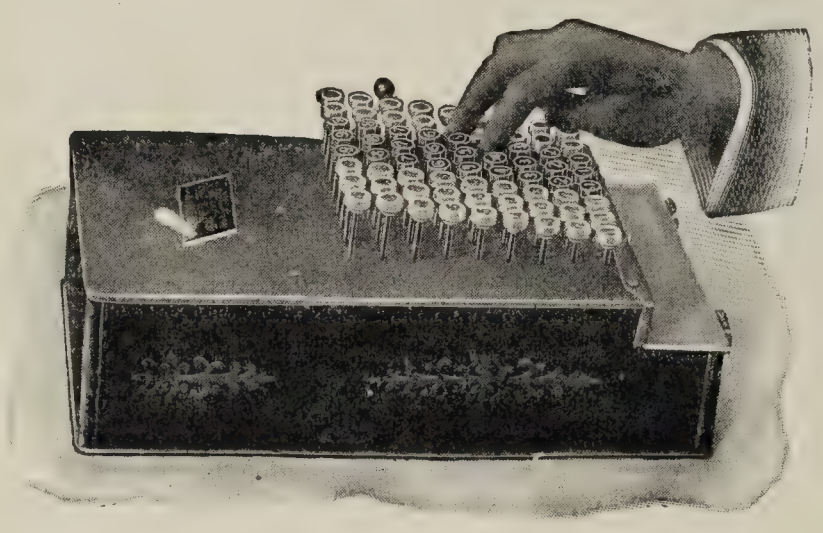
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VOLUME XIX DECEMBER, 1906 NUMBER VI

The Alleged Recent American Commercial Conquest of Mexico

By ROY MARSHALL

A description of the attitude of the average Mexican toward the American invasion, with various suggestions as to the extension of American influence, and reasons why opposition to that influence at present exists.

The author of the article, Mr. Roy Marshall, has had every opportunity by residence in Mexico to gain the information he endeavors to impart; and, is also a newspaper man of considerable experience, having been connected with The Detroit Free Press and other newspapers.

AMERICAN pride is always jolted when some sister nation in its untutored innocence disputes the correctness of some American principle or mildly protests against a Yankee invasion, whether it be of relic hunters or hardware drummers.

So when recently the Texas journalists cooked up a wild account of a general Mexican uprising in which the Americans were to be the butt of the joke, to be sprung on the Mexican independence day, Americans flared up in righteous indignation and wondered why the War Department didn't hustle some soldiers down to the border to be held in readiness for the outbreak of a simple people who merely want to own their own country.

Of course the alarm was needless. There is no chance of a general anti-foreign uprising in Mexico, because uprisings require the expenditure of a certain amount of energy, which is contrary to hot country ethics. But there was doubtless a kernel of truth in the original story. The Americans are not popular in Mexico, with the masses. If one talks to Mexican consuls in the states, and to American capitalists and Mexican government officials in the republic, he will be told that life and property is as safe in Mexico as in the United States, even though owned by a foreigner. If he talks with the bigger Spanish merchants in the republic he will be assured that "los gringos" are welcome to Mexico.

"Gringo" is a Spanish word with the same original sense as "foreigner" in English. In Mexico it has come to be applied almost exclusively to Americans, and is generally spoken as a term of derision.

It is with the middle classes, and even

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the professional classes that we find the underlying antipathy toward Americans.

For years we have been regaled with rosy accounts of "the American invasion and commercial conquest of Mexico." Pullman car journalists have written volumes on the Yankee progress in Mexico, how the man from the states wins out against all others in commercial lines in the republic, how no other foreigner stands a show any more of selling his cutlery, his stoves or his soaps. Even down in Texas, the Americans "point with pride" to the stretch of plain across the Rio Grande and with an air of proprietorship tell how Americans are saving the country and they smile at the alleged ineffectual attempts of Europeans to compete in Mexican markets with American tradesmen. The idea has been loosed, and stalks abroad, that were it not for Americans the Mexican laborer would grow thin and gaunt and would slink about in fig-leaf attire, with none of the blessings of modern manufacture.

Even in Mexico one may allow the American promotor to steer him about the mining towns, the railway centers, and the "gringo" ranch regions and the idea of American supremacy is not dislodged. Following the beaten track of travel one finds little to shake his faith in the might of the American dollar.

It is the deeper look that reveals the real condition of affairs—a condition never mentioned by writers of boom literature. Sit on the quaint old plaza for awhile and notice the stream of shoppers. Stroll over to that crowded, generously stocked store, and you will find a short, rotund man in black skull cap, holding a Mexican baby and chattering away to a group of cigarette-smoking duanas. There is the Teuton. Plodding along in the way of his race, scorning starched shirts and fancy vests, the German merchant gets close to the people. He speaks their language, he visits their sick and pinches the old women's cheeks. From the small merchant in the frontier post to the resident representative of the greatest Hamburg manufacturer the German merchant gets down to earth. His methods lack the spectacular aspects of American business ways, but he is a plodder and he gets there. In Mexico he is to be reckoned with before the "American commercial conquest" can live up to its name.

I do not want to be understood as contending that the American influence is nil. It is great, but that it is greatest is open to large doubts. The German employs no press agent and his fame is consequently less, but the results up to date, seem to show that he is not behind the American in commercial progress in the republic. Investigation of his gentle unassuming ascent in the Mexican marts of trade punctures thoroughly the bubble of the ultra-optimistic—American supremacy.

There are several reasons that might account for the success of such a quiet, deliberate merchant. His methods are purely his own. Hardware is perhaps the greatest German bulwark in the republic. The German hardware merchant opens his store with native clerks. From a dust-covered desk in the rear he sits for four or five years and watches his employes. An average clerk draws perhaps $30 a month to start on. He is raised by five-dollar amounts, or is discharged. No clerk stands still. By a process of elimination the employer surrounds himself by able, trustworthy men. An established rule is that a clerk who stays in the business five years shall be taken into the partnership. This works for good during all the time of his apprenticeship. There is always that mark set for him. If he is worthy he works for it. The German proprietor encourages him. Ten or twelve years after starting in business, the proprietor generally retires from active interest in commercial lines. Quite often he returns to Germany, leaving the business in the hands of his new partners. The system seems to work successfully. It appears to be original with the Teuton, in Mexico at least.

The Teuton in the southern republic is what commercial salesmen term "a good mixer." He never holds aloof from the people with whom he deals. He joins the Mexican clubs, contributes to the church, attends the bull fight without sneering, and maintains at least an outward respect for Mexican women. In which several things the average American sees fit to do otherwise.

American capitalists in Mexico doubtless suffer greatly for the misdeeds of their fellow countrymen. It is an ugly fact, not to be dwelt upon at length, that the ordinary run of Americans one meets in

Mexico, especially in the northern provinces, are not men to be proud of. Ranging from the army deserter, the ex-convict, and the traveling bank cashier, to the genteel cads who go about with a perpetual sneer upon their faces for all things foreign, the Americans of these classes are not those to inspire personal or business confidence. Their scruples in a business deal are not too fine, their lives are migratory from habit and their whole appearance does not lead to the belief that they wish to do as the Romans do.

railways of Mexico are controlled by American capital, operated by American equipment and managed by American business men. Even the train crews, except in the extreme south, are nearly all American. Yet the highest salaried official of the National merger system is said to be a Spaniard.

Probably the greatest reason for American commercial activity in the republic, and certainly the reason for most of the pompous American "I-am-it-ness," is the friendliness of President Diaz towards all foreigners, Americans in particular. When



ENTRANCE TO A HOLY VILLAGE.

It is the unsavory reputations of these people from which the American capitalists engaged in legitimate enterprises suffer. An American pressing a business deal in Mexico is handicapped at the start by the distrust of the native, inspired in his simple mind by previous occasions when he has been "done" by a Yankee.

There are four principal lines of progress in Mexico—railroads, mines, ranches and timber. In the first named the Americans have so far been most prominent. Though the mysterious identity of that power in industrials the world over "the stockholder" is untraceable, it is certain that the

Diaz came into political control of the republic he issued a plain invitation to foreign capital to come in and develop the country. Governors of states and descendants of old Spanish families, owned hundreds of thousands of rich farm country and wooded tracts, with not a cent of ready cash to develop them. Diaz reasoned that the best thing for the country would be to let foreigners develop it, since the Mexicans were unable to. He still holds this opinion.

For geographical reasons the Americans arrived first on the scene. President Diaz has always shown them every courtesy,

given them every aid in his power, and his government has followed suit. To say that this policy has been popular with the Mexicans at large would be a serious strain upon the imagination. Indifferent at first, the natives have seen the land and the air and the water gradually placarded "This belongs to an American." Grown prosperous by this very foreign invasion of capital, the Mexican has discovered a desire to be something more than a proletariat himself. From the profits of hated "gringo" operations, he has risen to comparative affluence. With it has come a spirit of independence, aggravated by the puerile attitude of unworthy Americans. He sees his fellow countrymen worked like slaves by American corporations, he sees his country's institutions sneered at by aliens, his church insulted, his women made fun of. In spite of the fact that he makes more money now by four times over than he did 20 years ago, though he has a better home, he has ice and beer and roofs that won't leak—all institutions of the "gringo"—still his protest is not wholly without reason. It is human nature to rebel in a position such as his. Inconsistant as he may be, the Mexican middle class man cannot be wholly wrong. It is this growing unrest that one hears naught of in talking with President Diaz and American promoters. Yet it is retarding American progress. Though not taking direct advantage of it, the Teutonic merchants reap a benefit. Ignoring, pretending not to see, the Germans are plodding their way as though all the Americans were north of the Rio Grande. French, Spanish and English reap advantages.

There is yet a lingering hatred in the Mexican heart for the Spaniard. Mexican independence is too young for the people to forget their oppressors. This antipathy is dying out gradually, but is still great. And great as it is, among the middle and lower classes generally, I believe the anti-American feeling is greater. Both are slumbering. It is doubtful if any demonstration of either will ever occur. Yet with that dormant feeling in the breasts of the people at large, it forms a real obstacle to American commercial success there, an obstacle not encountered by the German, who may not even know of its existence.

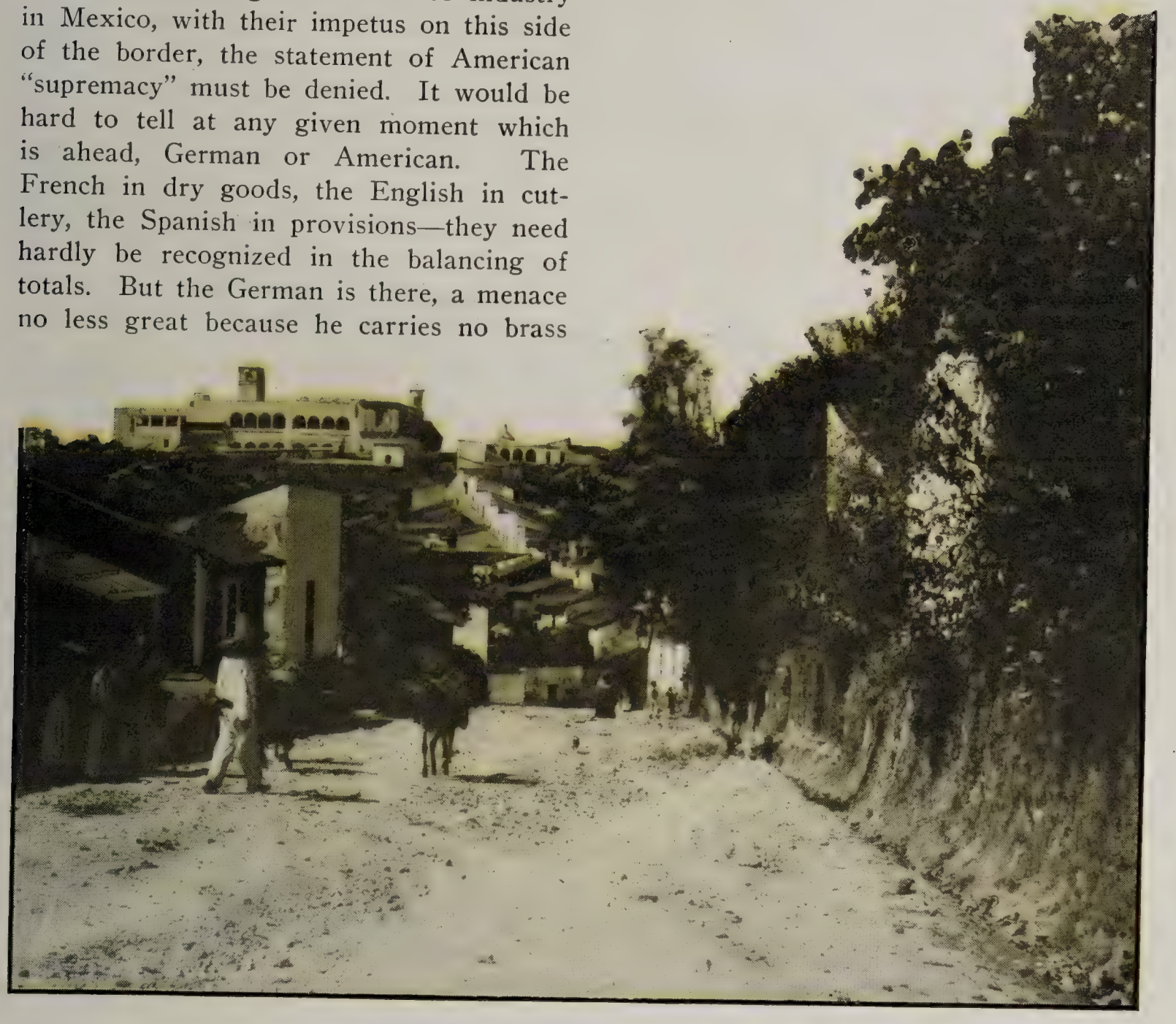
We cannot deny that Americans have made great strides in Mexico, nor can we ignore the good they have done the coun-



A TYPICAL BUSINESS STREET IN THE COMMERCIAL CENTER OF MEXICO CITY.

try. It is against the bombastic, self-laudation of American capitalists that the objection rests. What good may have come to Mexico incidental to the investment of United States money there, is not the result of philanthropic efforts upon the part of the investors. Yet to read some of the prosperity articles one would almost think that Americans were carrying money to the south merely to see the country prosper.

Admitting the great strides of industry in Mexico, with their impetus on this side of the border, the statement of American "supremacy" must be denied. It would be hard to tell at any given moment which is ahead, German or American. The French in dry goods, the English in cutlery, the Spanish in provisions—they need hardly be recognized in the balancing of totals. But the German is there, a menace no less great because he carries no brass



LOWER CLASS DWELLING HOUSES.

band and issues no press notices. As he has done in Guatamala, and is doing in other Central American states, he promises to do in Mexico—beat out the Yankee. He makes no boasts about the Germanization of this or that state. He plods, and is sincere.

The Americanization of Mexico! We hear it spoken of in other than a commercial sense, and it is then even more of a fallacy, a blown bubble. For the progress of American commerce in Mexico has been real; it is only by comparison that it may be made to suffer. There are chances in Mexico, great glaring opportunities standing ready for capital and enterprise to develop. Handicapped as he may be, the American should not hesitate to invest his money there and devote his energies to the following up of his opportunity. His property is safe in the republic. Experts say that Mexican laws are more just on the whole than those of our own United States. American lawyers have been known to go down there to plead cases for American corporations and find to their great surprise and indignation that "the law's delays" were not to be found in Mexico. The country supports courts of justice rather than courts of law. A new country, matters of justice are handled with summary disregard of fine distinctions and legal quibbling.

Mexican mining laws are said to be models of their kind. The present political administration supports foreigners in their claims for justice if their claims are just.

Americans have a better chance of getting their legal rights in Mexico than they would in their home courts. These facts merely create a less discouraging view of Mexican investments.

It is against the over-confidence of Americans that the warning need be sounded. What time the man from the states spends in writing home about his success, the Teuton spends talking to his Mexican neighbors or courting a Mexican senorita. It is the German who needs watching, who must be checkmated. "American supremacy" looks well on paper and is pleasing to the ear, but why befog the truth? That the Teuton is formidable is shown by his successful effort to monopolize the trade of the entire country of Guatamala, Mexico's southern neighbor. Until he is beaten in a fair struggle, the literature upon "The American Commercial Conquest of Mexico" had best be held for future publication, either as history, or as fiction founded upon what might have been.



A FRUIT MARKET.



The Automatic General Manager

By HENRY M. HYDE

Author of "The Upstart"

PRESIDENT JOSIAH T. BARKER, of the Barker Wagon Works, Highland Park, Ill., stepped inside the glass partition which cut off the executive offices of his company from the rest of the plant and shut the door behind him. One side of President Barker's red mustache pointed up; the other down; both were rough and rumpled. His heavy mop of red hair was in disorder. He threw his hat on to the long directors' table, drew up a chair beside it and beckoned mysteriously to young Brooks, the vice president of the company. While Brooks was walking over to join him, President Barker tapped nervously on the polished surface of the table with the edge of his eye-glasses.

"It's all ready," said President Barker in a low tone, as Brooks drew up a chair beside him.

"You mean the—uh——"

"Yes; the Automatic General Manager," said the president.

Brooks avoided the shifting gray eye of President Barker. He looked diagonally down at the table top, under lowered eyelids, and he spoke in a voice half-resigned and half-sullen. In his heart he regarded the Automatic General Manager as the height of absurdity. But he knew that President Barker was determined on giving it a trial and he realized the uselessness of further opposition.

"All right, sir," he said.

"I go to New York tonight," went on Barker. "Monday I sail for the West Indies. After that I'll be out of reach of everybody for two weeks. Monday I want you to go down and carry out the orders of the Automatic General Manager. I expect some of them will surprise you."

"I hope you ain't going to——" began Brooks doggedly, but the president interrupted him.

"Now look here, Brooks," said Barker, "I want you to look at the Automatic General Manager in the right way. I thought by this time you appreciated what I am trying to do."

President Barker was plainly provoked. He ran one hand through his hair. With

the other he beat his eye-glasses against the table top in an emphatic tattoo. He cursed the dense stupidity of everybody in general and of his own subordinates in particular.

"Brooks," Barker went on, "once we get the Automatic General Manager working properly, it'll make it easier to manage this big factory than it is to run a country store in the old-fashioned way. Good Lord, man! it's the greatest thing we ever got up."

"Yes, I know," answered young Brooks, submissively. He had listened to it all before.

"I want the orders of the Automatic General Manager carried out to the letter—to the very letter. Some people will be surprised, of course, at its orders. If I was within reaching distance they would appeal to me. That's why I want to be out of reach of a telegram. It hits some people that are high up in our organization and hits them hard, too. It has ordered some people discharged; it boosts some salaries and cuts others. I'd hesitate myself to issue some of its orders. But think, Brooks, the Automatic General Manager will do away forever with favoritism; it hasn't got any prejudices; it can't make any errors of judgment. It's purely mechanical and automatic. Therefore it can't make a mistake. I shan't interfere with it at all and I won't let anybody else. It puts business, for the first time, on a purely business basis."

"All right! All right!" said young Brooks, hopelessly.

"I went down myself this afternoon and attended to the Automatic General Manager," said the president, "because I wanted you to feel sure that there were no clerical errors made in fixing it up. You can carry out its orders just as you find them without hesitation. They are absolutely correct. But hereafter none of the officers will have to bother with it at all. Next month my secretary can go down with the reports from the departments and the Table of Minimum Percentage of Efficiency and fix it up just as well as I can. Perhaps we had better appoint a private secretary to the Automatic General Manager—but that can wait until I get back."

"Hadn't we better go down and look it over together?" pleaded young Brooks, who saw that argument was useless.

"No, sir. I don't want you to go near it until Monday. By that time I'll be out of reach. I want the demonstration of the success of the Automatic General Manager to be as complete as possible. I want to show that it works as well in my absence as when I'm here. Do you understand?"

"All right," answered the vice president. "I'll carry out its orders if they take the roof off the factory."

"That's exactly what I want," said President Barker. "I want you to carry out its orders, if it's the last thing you do. I'm going home now to pack up."

President Barker was a most unusual man and he was proud of the distinction. Over his desk hung a framed motto: "If you want to achieve unusual success you must adopt unusual methods"; and he had acted on it in every step of his business career. He tried to do everything differently from other people.

Ten years before he had started the Barker Wagon Works with a capital of $6,000 and a head of steam which would have burst a locomotive boiler. Now he was at the head of a great business with a paid up capital of $3,000,000. He owned a majority of stock in the company and absolutely controlled it. But the fact that he was a millionaire with more than a millionaire's income did not satisfy him. He yearned for some considerable measure of personal fame and distinction. Four years ago he attended a meeting of the National Manufacturers' Association and there he learned that manufacturing millionaires are almost as plentiful in the business world as fleas on a dog. There was nothing unusual or distinctive about his position.

One day he read the head-line of a magazine advertisement: "Make Your Business Automatic!" The idea pleased him. He set about carrying it out in the conduct of his own great business.

He studied books on business system. He adopted all sorts of mechanical and automatic aids in business. Gradually he began to see the possibility of making himself personally famous as the foremost exponent of system in business.

Cromwell had come tramping down through history as "Old Ironsides." Josiah T. Barker should be known to future generations of business men as "Old System."

His first year's work in the direction of winning a historic nickname was comparatively simple. He bought card index filing



THE TREASURER, THE SECRETARY AND THE REST DEMANDED SAVAGELY THE CAUSE OF THEIR UNEXPECTED DISMISSAL.

cases; he introduced loose leaf ledgers to his book-keepers; he put in time stamps and time recorders; he devised a system of red and blue cards which followed every job of work through the factory from the raw stock bins to the inspection room, and came out at the end in the form of a condensed but complete history of every oper-

ation and a complete record of every minute of time spent on its production.

He invented a machine which took letters from the typewriter, folded them, inserted them in the addressed envelopes, sealed them up, licked the postage stamps, pasted them on, and finally dropped the completed letters into the mail chutes. That machine showed almost human intelligence and President Barker was accustomed to say, with a grim smile, he supposed it was too much to expect the operators who wrote the letters to do the same.

So far it should, in fairness, be noted that system did its perfect work. It saved time and money, simplified the transaction of business and did everything that the warmest advocate of system in business claimed for it.

But "Old System" was by no means satisfied to stop there. Not he! He next fell upon the push button idea and discovered that it held tremendous possibilities.

Now a push button or two on a man's desk are doubtless excusable. Their presence may be due to an ingenious desire to indicate the importance of their owner to the casual caller; they may even be legitimate aids in the expedition of business. But President Barker soon had a whole organ keyboard of push buttons running across the front of his desk. The upper row was given up to buttons connecting with the various departments in the factory. There was one for the assistant general manager and another for the man who striped the wagon wheels; there was a button to stop the engines; to turn in a fire alarm; to blow the factory whistle; to summon his automobile; to order a drink of water. There were so many buttons that sometimes "Old System" got mixed up on them and pushed the button which ordered all the windows in the factory thrown open when all he wanted was a stenographer.

This was well enough, but it did not march with President Barker's ambition to be known only as "the Push Button Man." And, after all, there were evidently limits to the development along that line.

Finally there came to him, as he lay tossing on his bed one night—he always regarded it as an inspiration—the great idea of his Automatic General Manager. Here was an entirely new and original discovery in the line of business system. It took him months to study it all out. Then, with great secrecy, he had the first Automatic General Manager made, and now he was ready to give it its first real trial.

He had not found Vice President Brooks and the other officers of his company enthusiastic over the Automatic General Manager, but that only made him more determined to demonstrate the wonderful possibilities of the idea.

As was perfectly fitting and proper, the Automatic General Manager had a room all to itself. This room was kept locked, one key being in the possession of President Barker and the other on the key ring of Vice President Brooks, so there was no chance that impious hands should desecrate its mysteries.

The Automatic General Manager consisted, in the first place, of a large framed board, which hung against the wall. Down the left-hand column of this board were painted in column-file the names of all the departments in the Barker Wagon Works. After each name, in a column to the right, was a little pocket, built into the wood. Made just of a size to fit into these pockets were a lot of small wooden paddles, painted, as to their upper and projecting part, in various brilliant colors. There were red paddles, black paddles, yellow paddles and paddles of a dozen different colors. And the colors on the paddles were the life blood of the Automatic General Manager.

From each department in the factory President Barker required a regular and detailed monthly report, showing its efficiency under half a dozen different heads, each worked out in decimals on the scale of a hundred, which represented perfection.

He had also had prepared, with great care, a Table of Minimum Percentage of Efficiency. That table was the brains of the Automatic General Manager. It showed the lowest percentage to which each department could drop and still do its work without serious menace to the business.

Suppose now that its private secretary is about to fix up the Automatic General Manager for a new month. Beginning with the advertising department, which stands at the head of the first column to the left on the Automatic General Manager, he figures out, from its monthly report, its average percentage of efficiency for the preceding month. Suppose that percentage to be 60. He then refers to the Table of Minimum Percentage of Efficiency, which shows that

the advertising department must maintain a percentage of 65, if it is to do its work satisfactorily.

Nothing remains then but to slip a bright red paddle into the little pocket after the name of the advertising department in the second column of the Automatic General Manager. Red is the color of fire. That is what the Automatic General Manager wanted done to the head of the advertising department. Nothing could be simpler.

Suppose on the other hand the figures showed that the advertising department was doing splendid work and that its head deserved a raise in salary. Then he slipped a bright yellow paddle into the pocket. Yellow is the color equally of the rising sun and of the rising salary. The thing was as good as done.

If according to the percentages things were going fairly well in the advertising department a pure white paddle told the whole story. A black paddle indicated that the department was in bad shape—in mourning, so to speak. And so on. There were paddles of a dozen different colors. Each indicated a different condition and ordered a different action in the premises.

It was Saturday afternoon when President Barker got through fixing up the Automatic General Manager for the first time and turned the carrying out of its orders over to Vice President Brooks. At 6 o'clock that evening Barker boarded a train for New York, just as Brooks left the factory for home, heavy with the weight of what was going to happen on the coming Monday.

On Sunday morning the head janitor started a big force of scrub women through the factory to give the plant its regular fortnightly cleaning. There were, as has been said, but two keys to the room occupied by the Automatic General Manager, but, of course, the head janitor had a pass key which opened everything in the building, excepting the vaults.

Presently he unlocked the door of the room which sheltered the Automatic General Manager and bade Mrs. O'Brien and Mrs. Oleson go in and scrub the floor and wash the woodwork. They went, armed with scrubbing brushes and long-handled mops. Mrs. Oleson, swinging her mop vigorously, struck the Automatic General Manager a hard blow with the free end of its handle and knocked the hope of future generations of business men from the nail on



ONE OF HIS FIRST PLEASURES WAS TO INTERVIEW THE AUTOMATIC GENERAL MANAGER WITH AN AXE.

which it hung. Down to the floor on its head fell the Automatic General Manager and every one of the many colored paddles dropped out of its pocket.

Mrs. Oleson screamed and Mrs. O'Brien looked up from her knees with a sniff of scorn.

"You're's clumsy as a three-horse coal wagon, Mrs. Oleson," said Mrs. O'Brien. "You'd betther be afther pickin' up the pieces bayfore Morgan gits back here."

Morgan was the head janitor.

Mrs. Oleson leaned the Automatic General Manager up against the wall and

picked up an apron full of the painted paddles.

"I wonder where these little wooden pegs goes?" she asked, holding up one of the precious paddles.

"In thim little holes, you ijut," declared Mrs. O'Brien. "An' th' quicker, th' betther for you."

So with no Table of Minimum Percentage of Efficiency to guide her and with nothing but the fear of the head janitor before her eyes, Mrs. Oleson, scrub-lady, rearranged the sacred wooden paddles of the Automatic General Manager as best pleased the wicked little gods of Chance and Despite. Then she hung up the whole apparatus on its nail against the wall. Presently the scrubbing of the floor and the other work was completed, the head janitor locked again the door of the room of the Automatic General Manager and the deep peace of the Sabbath evening brooded over the great plant of the Barker Wagon Works.

* * * * * *

On the Monday morning following Vice President Brooks came out to the factory nerved up to the point of desperation.

"I'll get through with it as quickly as I can," he said to himself. "I won't be able to do anything else, anyhow, until it is off my mind."

With fear in his heart he unlocked the room of the Automatic General Manager and stepped in. He glanced up at the board and there before his own name, as vice president, stood one of the fatal red paddles!

So that was why President Barker had fled to the West Indies after declaring that he, personally, would not have issued some of the orders of the Automatic General Manager? He, Brooks, was to lose his position, eh? Perhaps Barker thought that after seeing the notice of his own dismissal he would not carry out the rest of the orders. Huh! He'd show the cowardly president that he was not that sort of a man. He looked the board over more carefully and took a certain savage pleasure in observing that half the most important men in the business had the same bright red paddles after their names.

Barker must be crazy. He must be trying to ruin the business? Very well. It was his business.

Very carefully Brooks copied off all the orders of the Automatic General Manager, as indicated by the fateful paddles. Then he went upstairs and savagely dictated notes dismissing from the service of the company the treasurer, a man of ten years' service; the secretary, who had worked his way up from office boy, and the general superintendent, who had invented most of the devices on which the success of the business was based. With equal grimness he sent orders to the paymaster to raise the salaries of half a dozen incompetents, before whose names, with the unwitting assistance of Mrs. Oleson, the Automatic General Manager had placed bright yellow paddles.

Within an hour chaos reigned supreme throughout the plant of the Barker Wagon Company. The treasurer, the secretary and the rest demanded savagely the cause of their unexpected dismissal.

"Orders of the old man's damned infernal machine," answered Brooks. "I'm with you."

Ten minutes before noon Vice President Brooks keeled over sideways from his chair and fell to the floor. He was taken home in an ambulance and the doctor said he had brain fever.

Meanwhile telegrams to President Barker in New York were burning up the wires. The manager of the New York office jumped into a cab and drove like mad to the dock of the steamship line on which Barker had engaged passage. In the wisdom of Providence the sailing of that Monday morning boat had been delayed, pending the arrival of some late freight.

The breathless manager found President Barker leaning idly against the rail of the steamer and handed him a message. He frowned, took the yellow envelope and tore it open.

"Barker: Brooks seized with brain fever. Rest of us fired. Have turned business over to the office boy."

It was signed by the secretary, the treasurer and the general superintendent.

President Barker caught a fast train back to the factory. One of his first pleasures, after hearing how the ground lay, was to interview the Automatic General Manager with an ax.

This is the story of how he won—though much against his will—the historic nickname of "Old System."

PRODUCTION OF RUBIES AND EMERALDS ROMANCE AND TRADITIONS

THE sapphire, ruby and topaz are all classified as corundums, being identical in substance although different in color. Thus the red sapphire is a ruby, the blue ruby is a sapphire, and the yellow ruby is a topaz. The name corundum is of Indian origin and is applied only to those precious stones which present the characteristic hexagonal crystal.

The commercial variety of corundum is, as is generally known, called emery and is used for polishing and sharpening metals, etc.

The most valuable kind of ruby is the red sapphire, this being the rarest of all gems when of large size, good color, and free from flaws, exceeding the diamond in value.

The color of the ruby varies from the lightest rose-tint to the deepest carmine. Those too dark or too light are not esteemed. The most valuable tint is that particular shade called by jewelers the "pigeon's blood," which is a pure, deep, rich red, without any admixture of blue or yellow.

The spinel is incorrectly called a ruby, but belongs to an entirely different class and form of crystallization. The use of the dichroiscope enables the distinction to be made with certainty as this instrument shows whether the gem possesses the property of dichroism—that is, of exhibiting two distinct colors, or tints, when viewed from different directions. Gems belonging to the cubic system of crystallization do not exhibit this property, while in those belonging to any of the other systems this diversity may often be detected, when examined by the dichroiscope, be the stone ever so perfect and uniform in color to the unassisted eye. Since both the spinel and the garnet belong to the cubic or tesseral system, they display no dichroism, whereas the ruby, which belongs to the hexagonal system, is invariably dichroic. The typical ruby, or pigeon's blood color, when examined by the dichroiscope, exhibits one image of an aurora-red color, while the other is carmine.

The tourmaline is called a Brazilian ruby when of a red color.

ARTIFICIAL RUBIES.

Some French chemists have recently succeeded in making artificial rubies of precisely the same form and crystallization and of equal hardness to the natural ones, but the crystals produced are so minute that it is doubtful whether this form of production will ever prove remunerative. These crystals are produced by heating alumina for a long period with borax in a platinum vessel. The borax first dissolves the alumina, and then the elements of the borax separate and disappear by volatilization, leaving the alumina in a crystallized state. Colored crystals of alumina have also been made by bringing the gas, fluride of silicon, into contact with the vapor of boracic acid at a high temperature; mutual decomposition takes place, fluoride of boron escapes, and the alumina is left distinctly crystallized. It is curious that the same matter, under identical circumstances, communicates sometimes a red and sometimes a blue color, which fact corresponds with the conditions in which both rubies

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"The ruby signifies divine power and love; dignity and royalty."

and sapphires are found in nature, both blue (sapphires) and red (rubies) crystals occurring together.

THE STAR RUBY.

Another form of ruby much esteemed in the east is called the star ruby, having a six-pointed star across the crystal. This star appears to be formed by a silky imperfection in the gem, and when, examined by the light of the sun or of a candle shows forth with great distinctness. Large prices are obtained for stones of this kind, especially when the center of the star is in the middle of the gem.

THE ORIENTAL RUBY.

The oriental ruby is indisputably the most valuable of precious stones. Theophrastus speaks of it as incombustible, and as having the appearance of a burning coal when held up to the sun. He is said to have given forty gold pieces for a very small one. It is generally found loose in sand or debris in company with other precious stones. It will readily scratch emerald, topaz, rock crystal, and indeed, all other stones, save the diamond, though it slightly yields in hardness to the sapphire. Its color is carmine, cochineal, and rose-red, often with a play of violet; the most valued color being that of pigeon's blood.

WHERE RUBIES ARE FOUND..

The greatest emporium of rubies is the kingdom of Burmah. Heretofore no strangers were allowed to visit the ruby mines, but as Burmah is now a British possession, any desired particulars in regard to the mines will doubtless become public property in good time. However, the usual methods in obtaining the product of mines of this kind are about the same everywhere.

There are, undoubtedly, large quantities of valuable rubies to be obtained in the mountainous regions of upper Burmah, but, up to this date, so far as is known, they have never been systematically explored. The wild inhabitants of those regions pay tribute to the British and Chinese governments with rubies.

Red and blue corundum is found in crystals in the states of New York and New Jersey. They are, however, of small size and cannot be used for jewelry.

Where rubies and sapphires are met with, gold is almost sure to be present. They are usually found in hexagonal rounded prisms in layers of earth, or in beds of rivers and streams.

The ruby is cut by means of diamond powder on an iron wheel or skaif, and polished on a copper one with tripoli and water. In the east they use corundum wheels for the cutting, but the work is not flat and sharp. The best and most usual form of cutting the ruby is the mixed or half brilliant, although silky and imperfect stones are frequently cut en cobochon.

HOW RUBIES ARE MINED.

The ruby mines of Burmah, whence come some of the finest stones, have long been known, and the king is said to possess the rarest and most wonderful specimens. They are worked by sinking shafts, until the ruby-producing soil is met with, which occurs at various depths, sometimes within two feet of the surface, sometimes 30 feet below it; when this stratum is found it is followed up until it becomes necessary to sink another shaft, or until it is exhausted; the stones found are almost always small, and seldom free from defects, the rhombohedral crystals are rarely perfect, and usually worn down into rounded surfaces. These mines are rigorously guarded, no European being allowed to approach them on any pretence. They are a royal monopoly, and fine stones can only be smuggled away, as the order is to retain all for the king's treasury. When a particularly large and fine stone is found, it is usual to send out a procession of grandees with soldiers and elephants to meet it. One of the titles of the king of Burmah is Lord of the Rubies.

ROMANCE AND TRADITIONS.

(Compiled from various sources.)

Brahmin traditions speak of the abode of the gods lighted by enormous rubies and emeralds. In China, rubies have been used from the earliest time for ornamenting the slippers of women, and there, as in India, they are to be met with incrusted into jade vases, sword handles, or pipe mounts. In the authorized version of the Bible they are spoken of in the Proverbs and in the Book of Job, and there can be no doubt that the ruby was well known to the ancient Greeks and Romans. The anthrax of Theophrastus, and the Indian



EMERALD MINE IN SOUTH AMERICA.

carbuncle spoken of by Pliny, were no doubt rubies, and both authors ascribe to it the power of giving light in the dark. Ancient cameos and intaglios are still in existence, engraved on this stone, about 500 years B. C., which, as is well known, was the highest period of Greek art.

According to Pliny, the Ethiopians had a way of increasing the splendor of rubies by laying them for 14 days in vinegar, which increased their luster for a time, but afterwards made them softer and more brittle.

In later ages, the magical properties assigned to the ruby were that it was an amulet against poison, plague, sadness, evil thoughts, wicked spirits, etc. It also kept the wearer in health, and cheered his mind; and it was thought that if he or the donor were in danger, it would become black or obscure, and would not reassume its pristine color until the peril had passed away.

The number of large rubies in existence of fine quality is very small; one of the largest in the French crown jewels adorns the order of the Golden Fleece, and is cut into the form of a dragon with extended wings.

The king of Burmah is said to possess a ruby as large as a pigeon's egg, of extraordinary quality. In the Russian treasury is said to be one of a very large size, which was presented by Gustavus III., king of Sweden, and among the crown jewels of Austria are several of fine quality and considerable size.

It is stated that in the pyramid of Egypt, built by Cheops, there was at one time a ruby of the size of a hen's egg which lit up the tomb of the monarch as with the light of day.

Milton describes the cobra "his head raised aloft, and rubies in his eyes." This description has been copied by Rudyard Kipling in his Jungle Book.

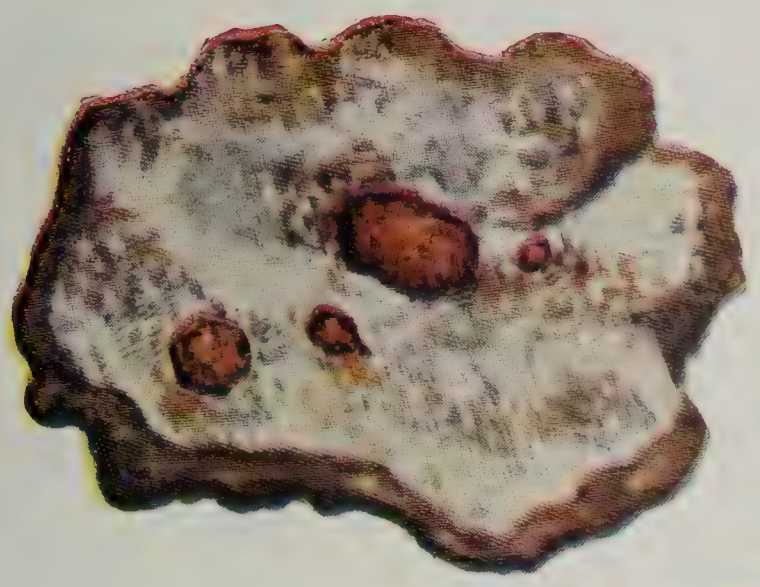
EMERALDS.

The most celebrated emerald mines in the world are those situated near Bogota, Colombia. They were discovered by Lanchero in 1555, but the Spaniards did not commence working until 1568. They are now worked by a company, who pay an annual rent to the government, and employ 120 workmen. Workings were stopped in the middle of the last century, and it was rumored that fires had broken out, and that the mines were unsafe. It was not until 1844 that active operations were resumed. About that time a Colombian named Paris—after whom the rare mineral Parisite was christened—got out some fine stones and sold them for large sums in Europe and in the United States. A French company was afterwards formed, and during the empire all the finest stones went direct to the Paris market.

HOW EMERALDS ARE MINED.

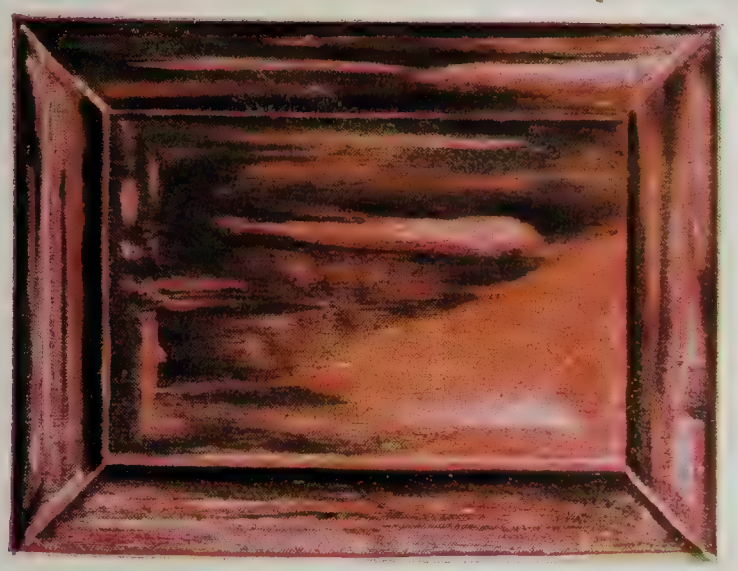
The great Muzo mine has the form of a tunnel of about 100 yards deep, with very inclined walls. On the summit of the mountains, and quite near the mouth of the mine, are large lakes, whose waters are shut off by means of water-gates, which can be easily shifted when the laborers require the water. When the waters are freed they rush with great rapidity down the walls of the mine, and on reaching the bottom of it they are conducted by means of an underground canal through the mountain into a basin. The matrix of the emerald is a bituminous limestone, rich in carbon, deposited on red sandstone and clay slate, and believed to be of Necomian age. To obtain the emeralds the workmen begin by cutting steps on the inclined walls of the mine, in order to make firm resting-places for their feet. The overseer places the men at certain distances from each other, to cut out a wide step with the help of pickaxes. The loosened stones fall by their own weight to the bottom of the mine. When this begins to fill, a sign is given to let the waters loose, which rush down with great force, carrying the fragments of rock with them, through the mountain, into the basin. This operation is repeated until the horizontal beds are exposed, in which the emeralds are found. The emeralds are sometimes accompanied by beautiful crystals of iron-pyrites, and now and then by crystals of parisite. An emerald is not unfrequently found in fragments which, when placed together, form one beautiful crystal. It has been conjectured that in the course of formation the stone became divided, and yet each part continued, when separated, its crystallization. Another remarkable circumstance is that the emeralds break shortly after being separated from the matrix.

"The emerald represents hope in immortality, exalted faith and victory over trial and sin."













This is sometimes prevented by a little foresight, viz., by placing the stones in a vessel for some days, and protecting them from the rays of the sun.

SOURCE OF THE COLOR.

This stone and the beryl are of the same chemical composition, differing only in color. The beautiful green color of the emerald is unsurpassed by any other gem, whilst the beryl, or acquamarine, is of a light blue or sea-green as its latter name implies. These stones are found crystallized in regular hexagonal prisms, and belong to that system of crystallization. The top of the crystal is flat at right angles to the prism, and sometimes the angles and edges are beautifully truncated or modified. The crystals of beryl are usually found striated longitudinally often throughout the stone as well as on the surface, which is not the case with the emerald; both these gems in the natural state form most beautiful specimens for the mineralogical student. The rich green color of the emerald contrasts with the limestone matrix in which it is found inbedded. The beryl is found in crystals, occasionally of immense size, of many shades of green passing into yellow, and sometimes perfectly transparent.

The emerald is so rarely found perfect, that the saying, "an emerald without a flaw" has passed into a proverb. It is the stone which ranks next in value to the ruby, and on account of the pleasing effect it has, both by day and candle-light, it is a very favorite gem. Latterly it has increased enormously in value. The emeralds which now come into the market seem to be far inferior to those found in former times. The value, when of a deep rich grass-green color, clear, and free from flaws, is from $100 to $200 the carat; those of lighter shade are worth much less, the price ranging from $1 to $75 the carat; but experience is the only guide which can enable anyone to form a correct estimate of the actual worth of any but the very finest quality. The emerald is cut on a copper wheel with emery, and polished on a tin one with rottenstone; it is most commonly trap cut, and, when cut like a brilliant, with rounded tables, it is generally to disguise flaws which would otherwise be apparent. In India, advantage is taken of the facility with which the emerald can be cloven at right angles to its axis; so that in Indian ornaments, we often see very flat emeralds of a large size. It is to be remarked, that the size of the emerald does not increase its value in a cubic ratio; that is to say, it does not progress in price like the diamond or ruby.

WHERE EMERALDS ARE FOUND.

There is no doubt that the ancient Egyptians worked the emerald to a very large extent. Pliny alludes to some old emerald mines near the Arabian sea, and M. Cailland discovered these ancient workings when sent by the viceroy of Egypt on an exploring mission. He found many of the mines or caves so large that 400 men could work together in them; and, that they had been used of old, he deduced from seeing there ropes, levers, lamps, and tools of various kinds, besides many vessels.

The Ural and Altai mountains have of late years furnished true emeralds. The first stone was found accidentally, in 1830, by a charcoal burner, at the root of a tree on the east side of the Ural. This discovery led directly to the regulated working of the bed which yielded in the first year some fine specimens—one of the extraordinary weight of 101¼ carats; but, unfortunately, the yield gradually decreased. Very fine crystals of emerald are found in mica-schist at Stretnisk, on the River Takowja, which lies to the north of Katherinenburg, on the Asiatic slope of the Urals. The emerald is there worked commercially.

The mineral also occurs in the mountains of the Sahara, the beds being of mica-slate, and in the bed of the River Harrach, in Algeria, where it joins the River Oued Rouman. In the latter, emerald crystals have been found in white lamellated limestone.

The only European locality yielding good crystals of emerald is the Heubachthal, in Salzburg, where the mineral occurs embedded in mica-schist, much in the same way in which it is found on the Ural mountains.

The finest emeralds are found at Munzo, in New Granada, near Santa Fe de Bogota, in a limestone rock, not unfrequently black and containing shells; some of the crystals of carbonate of lime are vitrified and highly transparent, and the emeralds found imbedded in the rock are often in crystals of

a large size. In the matrix minute disseminated crystals of iron-pyrites are occasionally found.

In the Manka Valley of Peru the natives appear to have paid divine homage to a magnificent emerald of the size of an ostrich egg, which they named the goddess of emeralds. The priests enhanced the value by displaying it on big festivals only, when, it was alleged, the temple came into possession of a vast number of these costly gems, which, on the discovery of Peru by the Spaniards, fell into the hands of the conquerors; but Pizarro and his followers, knowing nothing of the fragility of the gem, broke many to fragments, supposing they would possess the adamantine property of the diamond or ruby.

Nero, it is well known, observed the feats of the gladiators through an eyeglass of emerald; hence the name it sometimes bore, Neronianus.

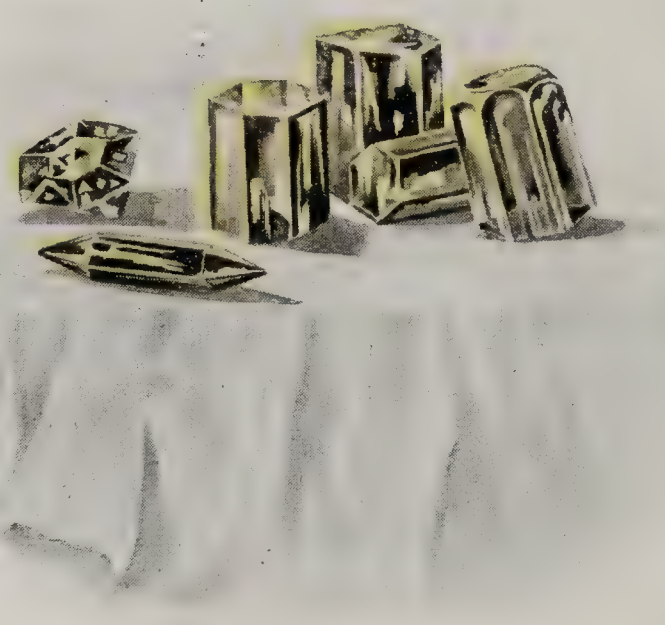
Isidorus, Bishop of Seville, says of the emerald, that it not only surpasses any green herb or plant in color, but that it gives a green color to the surrounding air; and that the lapidaries who cut emeralds have good eyesight on account of the agreeable reflection they have constantly before them. This stone was also used in the middle ages in church cups and chalices, and one of the principal ornaments of the crown of Charlemagne was a lustrous emerald.

The following properties were ascribed to the emerald by the ancients, who had dedicated the stone to Mercury: It was supposed to be good for the eyes, on which account it was worn as a seal ring; it was supposed to color any water green in which it was placed; to preserve women in childbirth, and to be an infallible preservation of chastity. When ground down, it was taken in doses of six grains, as a remedy for various diseases.

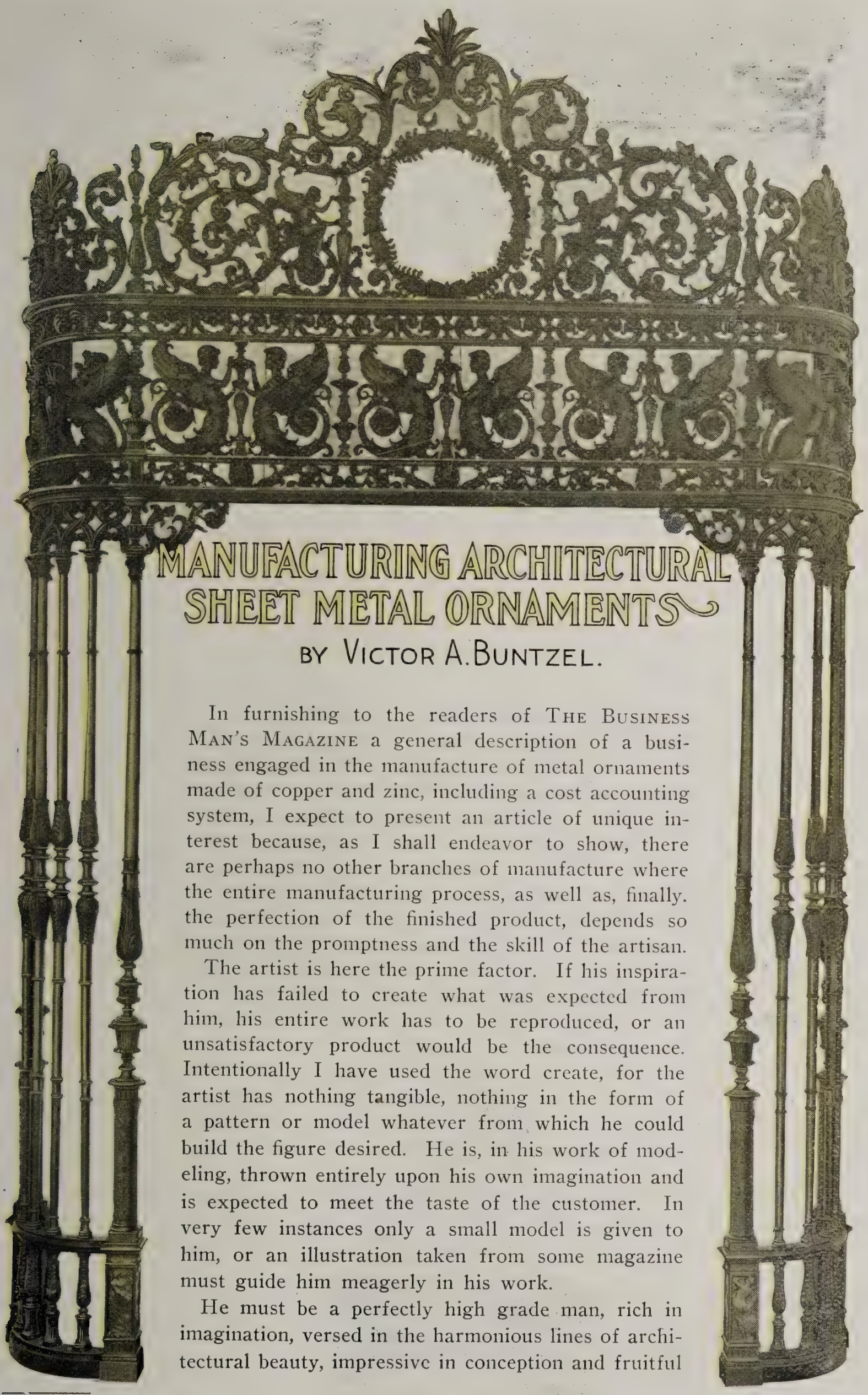
The treasuries of Europe and Asia are rich in this gem; the comparatively low price which it formerly brought, and its pleasing color, having caused it to be collected and worn in every country. The Russian, Saxon, and papal crowns, contain emeralds of wonderful beauty and of large size. In the Austrian treasury there is said to be a crystal of emerald weighing 2,000 carats, and the Duke of Devonshire possesses one weighing nearly nine ounces. The mines now seem to produce crystals very inferior to those formerly coming thence, and at present it is rare to meet with fine stones.

In the vale of Jordan, it is reported that in olden times there were to be found serpents with collars of huge emeralds growing on their backs.

An ancient Mohammedan tradition claims that if a snake or serpent opens its eyes on an emerald it immediately becomes blind.



EMERALD CRYSTALS.



MANUFACTURING ARCHITECTURAL SHEET METAL ORNAMENTS

BY VICTOR A. BUNTZEL.

In furnishing to the readers of THE BUSINESS MAN'S MAGAZINE a general description of a business engaged in the manufacture of metal ornaments made of copper and zinc, including a cost accounting system, I expect to present an article of unique interest because, as I shall endeavor to show, there are perhaps no other branches of manufacture where the entire manufacturing process, as well as, finally. the perfection of the finished product, depends so much on the promptness and the skill of the artisan.

The artist is here the prime factor. If his inspiration has failed to create what was expected from him, his entire work has to be reproduced, or an unsatisfactory product would be the consequence. Intentionally I have used the word create, for the artist has nothing tangible, nothing in the form of a pattern or model whatever from which he could build the figure desired. He is, in his work of modeling, thrown entirely upon his own imagination and is expected to meet the taste of the customer. In very few instances only a small model is given to him, or an illustration taken from some magazine must guide him meagerly in his work.

He must be a perfectly high grade man, rich in imagination, versed in the harmonious lines of architectural beauty, impressive in conception and fruitful

The illustrations have been obtained from the factory of Theo. E. Hergert and from the art bronze manufacturing establishment of The Gorham Manufacturing Company, both of New York City.



THE SHOW WINDOW.

in his creation, for his work is inspected by the critical eye of the architect.

A short examination of one of the show windows of the store illustrated will, I think, readily convince my readers that I have not been carried away by undue enthusiasm in my acknowledgment and recognition of the essential requirements and qualifications that must be embodied in the employer as well as in the employe to make each job a positive success from its first inception.

Ornaments of every description and design, useful and solely decorative, are gathered there. Many of them serve a practical purpose besides their decorative character, and must therefore answer both requirements, a somewhat difficult point in the process of manufacture.

In the left corner of the picture, partly covered by the work there, is a Chinese dragon about one yard long, made of copper. A great number of them were ordered to be decorative parts for a Chinese pavilion as supports for its roof and serving at the same time as spouts.

The illustration of the second window shows a steer's head, the distance of which from horn-tip to horn-tip is nearly seven feet. The little horse leaning on the corner pillar about two and a half feet high is a weather vane.

Before now entering upon the details of the manufacturing process I must not omit to mention that this business not only produces such goods as are strictly ornamental figures, but it also manufactures ornaments, and, in quantities as are convenient, parts of elaborate cornice and facade work. To the former class belong, to mention only a few articles, brackets, shells, garlands, ribbons, drops, wreaths, moldings, including balustrades, the latter quite frequently on top of the cornice, while few articles mentioned for facade work are cartouches, coat-of-arms, centerpieces, etc.



VICTOR A. BUNTZEL.

Therefore a stock of many hundred different parts in various sizes and varieties amounting to many thousands of dollars is constantly manufactured and sales from stock play an important role. About 60 per cent of this stock is of zinc and 40 per cent of copper, the only two materials used.

For fine ornamental work copper is preferred owing to its greater flexibility and durability and because it holds any kind of paint for a much longer period than zinc. A great number of

buildings in New York have their fine architectural cornice and facade work painted with a color so strikingly in resemblance to stone work that everyone is deceived as to the true nature of the material.

Although ornamental metal figures, as well as building ornaments, come quite expensive, they are naturally preferred to stone work—firstly, owing to their small weight; secondly, because they still are a great deal cheaper than sculptors' work; and, finally, they are quicker produced.

MODELING IN CLAY AND PLASTER.

As mentioned before, every article turned out of the factory must be modeled at first, and the manufacturing process naturally begins in the studio.

Looking at Illustration No. 3, you will find in semi-finished condition a cartouche about seven feet high supported by an upright standing scaffold.

A scaffold formed of several rough boards similar to the blackboards used in schools, or much more like the big quotation boards used in stock exchanges, and supported by stout boards, is erected in a position where it will receive the best light obtainable. The artist begins now to throw against it such a quantity of modeling clay (a mixture of modeling clay and plaster of paris) as will be required for the size of article to be modeled. As long as the clay retains its pliability—i. e., as long as it remains plastic—the artist molds with his hands the general outlines, at first only roughly pressing and forming and shifting the material till the clay ultimately assumes the form desired. When the clay has sufficiently hardened the artist uses his tools, carving, scraping, polishing and smoothing the surface till the outlines become distinct and clear and the finished form appears faultless. Although this entire evolution, as just described, seems to be a very quick process, I have to remark that it takes sometimes several weeks until a figure is completed, which fact, considering the high wages paid for this work, explains the costliness of the product.

From this now finished form the mask is taken, this giving us a convex form, the mask of the model. This forms the final act in the modeling room.

Both forms are now removed to the

molding room. The original form (convex) is laid face upwards in a very strong wooden box, which is then filled with molding sand and pressed as hard as permissible. The box is then turned over so that the form which was at the bottom is now laying on top. The form which leaves its clear and distinct impression in the molding sand is now removed. The cavity thus formed is then filled in with molten zinc which is provided in near-by melting vats. After the zinc has thoroughly cooled

It must be mentioned here that big figures are cut into several pieces and that this cutting is done in the modeling room, for it will be clear to everyone that, for example, a figure of a woman's bust and head of 10 to 12 feet in height could not be handled in one piece in the process just described.

After the zinc castings have been found to be without fault the original models are broken off, for the latter have become of no value.

Summary Sheet of Material used

Date	Order 1	Order 2	Order 3	Order 4	Order 5	Order 6
Total						
L.F.						

Form No. 4

Summary Sheet of Goods Purchased

Date		No. of Invoice	Supply House	Model Clay		Plaster of Paris		Zinc Bars		Zinc Sheets		Copper Sheets	
				Lbs.	Amt.	Lbs.	Amt.	Lbs.	Amt.	Lbs.	Amt.	Lbs.	Amt.
June	20	460	National Copper Wks										
Total													
Gen Ledger L.F.													

Form No. 1

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31

Order 3402

Date: June 16, 1906	Job: Herald Bldg. 35 St. & B'way
Reference No. 2810	Article: One flying eagle
Size 10'x4½'	Material: Copper
Model: new model has to be made, attitude of eagle see 2810	
Time for inspection: July 31st 1906	
Architect: De Lemos & Cordes	
Estimate No. 480	Estimated price:
Remarks: The feathers of the wings must show clear outlines. Last eagle was not entirely satisfactory	

Form No. 2

off the form is taken out of the molding sand. This is then the convex zinc form of the original model. The concave zinc form is now obtained with the aid of the plaster of paris mask by the same, but reverse procedure as far as the placing of the mask into sand box is concerned.

The two solid zinc forms thus received, one convex, the other concave, constitute what is generally called the casting; and is known as the pattern in the language of accountants.

The two castings are now brought to the stamping room. This room consists of ten drop hammers and is provided with a row of gas ovens situated immediately behind the hammers. The drop hammers are not operated by steam or electricity, but are handled with the aid of a slipping rope by the workmen.

Either a sheet of copper or zinc is now placed between the two forms. This sheet when inserted for the first time is not heated. The hammer is dropped and the sheet

The author of this excellent article, Mr. Victor A. Buntzel, has had a very extensive and varied experience, having been employed in a bank, a pencil factory, two publishing offices, a real estate and insurance office, and for some time on the staff of Mr. J. H. Goodwin, the author of the text book on book-keeping so extensively advertised in THE BUSINESS MAN'S MAGAZINE. In his present position as accountant in the metal ornament manufacturing business he has had ample opportunity to appreciate the artistic side of the industry.

of metal assumes the form of the castings. This process is repeated, but from now on heating the sheet every time it is taken out of the drop hammer. The heating in the gas oven is done for the purpose of making the metal more pliable. The stamping is continued until the sheet shows the exact form of the two castings.

These sheets, which show the design in the same manner as an embossed letter shows on writing paper, are now taken to the cutting and soldering room. The margins of sheets with straight outlines, as for example moldings, are cut off with a drop knife of the same construction as the cutting knives used in printing presses, while the margins of such work where the design has to be cut out clearly, like drops or shells, an endless bandsaw is used. The margins thus cut off are collected in barrels.

Before the goods reach the assembling rooms they are inspected by solderers, for it may happen that the material, while under the weight of the drop hammer, receives small cracks or leaks, especially in such places where the metal is bent at an extremely sharp angle. The most skilled workman is unable to avoid these cracks, which are then mended and soldered up on the inside of the sheet. This is the last step of the entire manufacturing process.

In connection with this work there is also in this factory a spinning department, forming an indispensable adjunct to the character of the goods manufactured there.

A hardwood model is fastened in the middle of a horizontal spindle and in front of this model a dial is screwed. This dial is either of copper or zinc. The spindle is revolving rapidly, turning the model and dial in the same direction. The spinner holds a piston under his arm, the lower end of which forms a flat, cut blade of about one inch width which he presses against the center of the dial, forcing the same slowly over the model. By this pro-



A BEAUTIFUL SPECIMEN OF ARTISTIC MOULDING.

cess zinc and copper balls are made. They are, of course, spun in halves and then soldered together.

It remains only to mention that such goods as consist of several parts, as, for example, a bracket, consisting of three parts, are finished only in parts and the customer has to put them together. This rule holds only good for cornice work. Ornamental figures are, whenever possible, furnished complete.

As far as the cost accounting system is concerned, I shall only dwell upon such points as are characteristic to this special line and are also indispensable to concise accounting results.

The first step in the production of the manufactured article is the purchase of the raw material. This is best done by a purchase order blank prepared in triplicate. The original is sent to seller, the duplicate is kept in the office on file, while the triplicate goes to the receiving department. The invoice when received is sent to the receiving department, where, after comparison with the order placed and the goods received, it is marked O. K. and returned to the office. Posting is done directly from the invoice. As all the raw material used in the manufacture of ornamental figures are only five in number, a summary sheet of goods purchased was kept as per following sketch. This summary is totaled every month and the total posted to the debit of materials in the general ledger.

The stock clerk having only a few raw materials in his charge is keeping a stock ledger in which several pages are allotted to each of the five articles. The debit side of the stock ledger shows the date when goods received, the name of the supply house, the quantity purchased and the unit price, while the credit side presents the quantities withdrawn and the requisition number.

As we have seen from the general description of the business, we have practically two departments of accounting:

1. The record of cost of all jobs for stock.

2. The record of cost of all jobs to order.

The orders having their origin in the office, it was desired to have them distinguished in appearance by different colored order blanks. Every order received at the office is copied on a card (see Sketch 2) numbered consecutively and according to date. The order number is also transferred to the original order of the customer. As a form has to be modeled which is subject to the approval of the architect, it is of the utmost importance to have the model ready for inspection at the date promised. Promptness is not only a sign of good education, but it also is a mighty business getter. In order to keep track of these inspection days a steel pointer is placed one day ahead of the inspection, leaving sufficient time for proper notification to the artist as well as to the architect. This order blank is for the sole use of the office and is kept in a file for "Orders for Inspection," and is removed after inspection in a tray for "Orders Under Construction."

The order thus properly recorded, the shop order is made out. It has been found convenient and practical to have all four departments on one sheet. On the shop order (see Sketch 3) only one line is provided for the article. But as it frequently occurs that an order consists of 12 to 20 different items, especially in architectural cornice work, several typewritten copies of the estimate are made, which, after cutting off the estimated sum (always for this purpose brought out sufficiently far from the text), are attached as fly leaves to each department. Before the shop order is handed to the modeling department it is ascertained whether there already exists a pattern for this order. If this should be the case, the space of the first and second department, the modeling and molding department, is stamped "No modeling" and "No molding," and the shop order is handed to the foreman of the stamping room, who has charge of all patterns. The patterns are of course numbered and the foreman has two indexes (card index), one arranged alphabetically and the other numerically, for orders are sometimes received by the name of the article and then again by numbers. The patterns are kept in large tiers divided into compartments lettered vertically and numbered horizontally.

The shop order leaves sufficient space at the bottom for the items of shop and general expenses and shows also for comparison's sake the estimated sum. This shop



THE GLOBE-WERNECKE CO., CINCINNATI, OHIO.


NATIONAL TROPHY
PRESENTED BY THE CONGRESS
OF THE UNITED STATES
FOR EXCELLENCE IN TEAM
MARKSMANSHIP
ARMY
NAVY
MARINE CORPS
NATIONAL GUARD
The Gorham Co.
New York

Record of Time & Material

Date: June 16, 1906 Shop Order No. 3402
Article: One flying eagle Size: 10'x4½' Material: Copper
Remarks: New model must be made. Do not use old model 2810

			Total	Foreman's Remarks
Modelling Dept. Notice to foreman Model must be ready for inspection July 30 Outline the feathers clearly	Material: Model Clay lbs. @ Plaster of Paris " " Material Total Time: Artist: Rate per Hour Time used Days Hours Total Time Signature of Foreman Total			
Foundry Dept. Notice to foreman Get a clean casting of the wings	Material: Zinc lbs @ No. of conver Forms 12 " " concave " 10 Time: Molder hrs @ Helper " " Total Time Signature of Foreman Total			Foreman's Remarks
Stamping Dept	Material Copper lbs: @ No of Sheets stamped Heating Heating in Gas oven hrs. @ Time Stamper hrs. @ Total Signature of Foreman			
Finishing Dept.	Time: Cutter Hrs. Rate Machine No. Solderer Hrs. Rate Total Time Material: Solder used lbs. @ Total Material Total Less waste from cutting lbs. @			
Estimated Price	Profit / Loss			Prime Cost Add % Shop Expense " % Gen. Expense Total Cost

Form 3

order constitutes then the cost ledger account.

It happens very frequently, especially when orders for cornice work are received, that a part of the order has to be modeled and made anew, while the rest of the order is for stock. To avoid confusion in a case like this, from the original order received from the customer, an order is given to the stock clerk for the entire order. The items are numbered consecutively. But the modeling room receives only the items of articles to be made, and provided with their consecutively running numbers, the same as the numbers of the stock clerk's sheet.

Both shop orders receive the same number, one lettered "A" and the other "B." Such orders are stamped "Split Shop Order." If it is requested to send the parts from stock at once, the shipping clerk checks off the items on his sheet. Whenever the factory delivers parts of this order to the shipping department the article is accompanied by the tag, as shown, in duplicate.

The original is given back to the department foreman as a voucher for the article delivered, while the duplicate is filed by the shipping clerk in an envelope bearing the number of this order. With the last article of this order delivered the shipping clerk receives the original shop order, which is then delivered with all tags belonging to it to the accounting department.

This plan of interim delivery tags, of which I do not claim to be the originator, although I have not seen it in practice elsewhere up to this time, has done away with a great deal of confusion.

As far as the distribution of material is concerned, the same is obtained upon handing the requisition blank to the stock clerk. Requisition blanks also made out in triplicate, one copy being retained by the foreman, one copy forming the storekeeper's vouchers, being receipted by the party obtaining the goods, and the third copy is forwarded to the office.

The third copy of the requisition blank is entered on a summary sheet of materials consumed, the amount being extended to the column designated to correspond with the order number against which the goods were drawn.

This sheet is also totaled every month, and the total charged in the cost ledger to the respective order. On the general ledger manufacturing is debited and material credited.

Split Shop Order 4607. Stem 16

Date 7/1/06
20 Ribbons
Signature of shipping clerk.

In exactly the same way labor is distributed. The labor totaled at the end of each month should, of course, equal the amount of pay roll which is posted directly from the times report. This makes one of the best possible checks on the pay roll. On the general ledger manufacturing is debited and accrued labor credited.

With Material and Labor Records properly devised, the next step is the ascertaining of the manufacturing expenses. As all the labor, with one or two exceptions only, is skilled labor, the most satisfactory results have been derived by the prorating method on that basis.

In conclusion I want to say that the waste of material is a considerable one. This waste is compiled from the work tickets and carefully compared with the quantity sold, which, similar to the control of the pay roll, is an efficient check against dishonest elements.



"Good Night"

A YEAR—in the endless procession of the centuries—is but as a day. So, at the close of this eventful year of 1906 I wish our readers "Good Night." I will see you again in the morning.

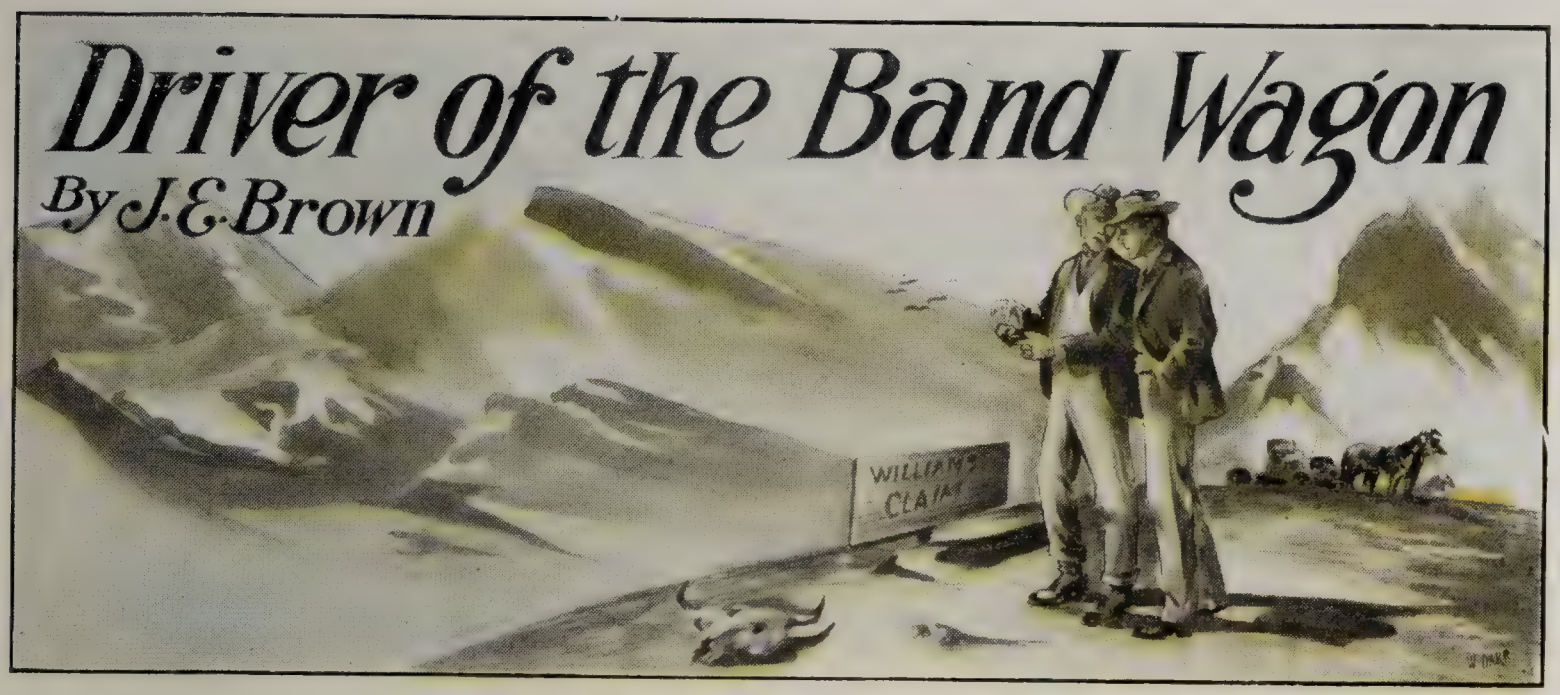
The year of 1906 will be associated with many physical calamities, but business generally has prospered and THE BUSINESS MAN'S MAGAZINE, with its associated enterprises, has had its full share of prosperity. It has made hosts of new friends and retained all the old ones.

To both old friends and new, therefore, I repeat my salutation — Good Night! I will meet you again in the morning.

E. H. Bunch

Driver of the Band Wagon

By J. E. Brown



A Story of Advertising, Narrating How Sam Sax, Jr., Found Himself



ID it take you seven years to buy that plug of tobacco for me?" said old man Sax, when he first cast eyes on the returning prodigal.

"I don't think you've brought much change back, either," he added, reflectively, looking keenly at the general woe-begone appearance of his first-born.

"I never had much genius for money-making," said the young man, "but I've earned my living honestly while I've been away, and that's something."

"Yes," said the old man, "but you've evidently earned mighty little else. What you been doing?"

"Tried clerking first. No good. Had a row with the manager on general principles. I got to know a journalist, and since then I've been traveling around, doing odd jobs—principally writing for papers."

"Don't seem to be much in it. You never got that streak from me. Your mother's responsible, I guess. Showed me some poetry she had printed once; but the magazine people forgot to pay her for it. You been up against the same thing?"

"Sometimes," said the young man, evidently anxious to change the subject. "What's the latest with you? I heard something about your mining career through the papers a year ago."

"You did?" said the old man, losing his temper, "then why in thunder were you so long coming here?"

"Hold hard, father," said the boy. "It's pretty hard for one of my stock to acknowledge defeat."

"Yes, there's something in that," said the old man, with a softened tone of voice. "I don't blame you in a way. But why didn't you let me know? I might have helped you to get an interest in a paper."

"I was editor of one for six months, and lost my position through speculating in mining stock."

"Whose?"

"The United States Investment Company."

"Well, that's the limit from a son of mine. Didn't you know they were bitter competitors of mine? Only had a few holes in the ground—but that wasn't because they didn't try mighty hard to get my claims away from me. Didn't you hear they were fighting me?"

"It's not necessary to ask a question like that, father. Of course, I didn't. I read some of their literature, and got enthusiastic over the prospect. Borrowed considerable. Company smashed up, and when

my financial predicament became known I had to leave the paper. It's taken 18 months' hard work to get straight. But I owe no one a cent now."

"Literature," said old man Sax. "Yes, that was the curse with the Investment crowd. They got out mighty fine 'gold brick' reading matter, and raked in the money, too. Why, the old man who founded the company took away $150,000 a short time before the crash came. Some of yours, too, I guess, now. Every penny of the money was stolen from people who couldn't tell gold dust if they were to see it.

"You ought to have seen the bunch who came out one Sunday to view the prospects. Everyone who was willing to invest $1,000 or more got free transportation from anywhere and back. The heads of the concern were busy for two days that week before the crowd came out, blowing gold dust into the earth. You should have heard the mob cheer when a rascally assayer proved before their eyes that there were so many ounces of gold to the ton. I told the sheriff about it; but I guess he was 'fixed,' too, from the way he acted.

"The finish came after they paid two quarterly dividends out of the capital. The old man left his boys to fight the matter out in the law courts; but, bless you, what could the stockholders prove as to where the money had gone? There was a big heap of second-hand machinery, fit for the scrap heap, representing the biggest asset on the credit side of the company's statement."

"What's your position, father?"

"Worth a solid hundred thousand in the Bank of Nevada, and could sell the claims as they stand for nearly double that amount. But it's not one-half of what I ought to be worth if these claims were only properly exploited. Can't get the financial backing necessary to put in sufficient machinery and enough men to work the mines. I might use up that money in the bank; but it wouldn't go nearly far enough. I need some of those Wall and La Salle street capitalists behind me. Some I wrote admitted it looked as though I had good prospects; but I never pushed 'em very hard to come in. I've been somewhat scared of those promoters. Have a personal acquaintance with three fellows who got gently handed the frosty hand when that kind took hold of the steering gear.

"Something's got to be done, though, if we're ever really going to push this business for all it's worth. Why, my partner, who's been with me for five years, went home last week with a draft on a Canadian bank for not one-half he should have realized. Simply tired and disgusted of working and waiting."

Sax, Junior, remained silent for a few minutes, only half listening to the old man as he went on speaking of the possibilities that lay in his claims. It was evident some big idea had gripped his imagination.

"Going away tonight?" said Sax, Senior, an hour later to his son. "Won't stay, eh? Got car fare and lunch money?"

"Yes. Guess I'll make Chicago tomorrow."

Two days later a young man might have been seen busy in the vicinity of La Salle street, Chicago, talking to bankers and company promoters. Within a short time he had secured an engagement with an advertising concern at a small salary, on the understanding that he was to be specially assigned to any financial advertising that could be secured. He spent his nights poring over the mysteries of modern finance, and particularly those details relating to mines and mining.

Ten months after his son's visit the old man received a neat, well-printed booklet from "The Financial Advertising Company," manager, Sam Sax, Jr. There was also a full review of the possibilities of a strong and judicious advertising campaign to obtain more capital—so that the Sax mines might be worked to better advantage. The letter which accompanied the statement and booklet was a marvel of strong English and keen, convincing logic. It was read by Sax, Senior, at least a dozen times.

A week after the letter in question was mailed a young man might have been seen getting off a train stopping near the Sax claims, and late the same night a consultation between father and son took place which lasted until well into the small hours of the morning.

"Guess that's where I've been short, though the world knew little of advertising when I was a youngster," said the old man at length. "It's past me, though, and I'm too old to learn now."



A CONSULTATION TOOK PLACE.

"You mean to drive the band-wagon, don't you?" he added energetically. "'Sort of act as master of drawing-room ceremonies while I look after things in the basement. You wear go-to-meeting clothes, show specimens of quartz, and get more capital into the business. I don't know but what I might try you out. Mind, though, if you fail to swing the deal, back you go to the newspapering and advertising business."

Three weeks after the midnight consultation a young man, elegantly dressed, was working early and late in a well-furnished suite of offices in Wall Street, New York City. Every morning in the daily papers and financial journals appeared well-worded, strong, confidence-inspiring advertisements setting forth the merits of the Sax claims in Nevada.

Thousands of small and large investors were receiving copies of the new company's prospectus—an unusually meritorious specimen of persuasive, well-written, confidence-inspiring advertising literature. The arguments used were hot with enthusiasm and evidently inspired by truth.

In La Salle street, Chicago, a young journalist with whom Sax, Junior, had often broken a $10 bill when the pair were

hard up, was repeating the same operation with western fortune-seekers. A stream of money, small at first, but growing bigger every day, began to pour into the treasury of the young concern.

The advertising campaign was undoubtedly well managed. Never before had Sax, Junior, dreamed that his past experience could be so valuable to him. Never had he dreamed he could write such forceful English, or meet a total stranger in his office, and by the sheer force of truth and word-painting of scenes he had actually viewed, be able to converse with that stranger as though he had known him all his life. So potent was his language and arguments that almost invariably before the stranger left he had obtained a substantial deposit on a more or less large amount of the company's stock.

Gradually the amount paid in swelled to large dimensions. At the end of two months it was $100,000; at the end of three, $240,000, and when the final share of stock was sold Sax, Junior, sent a telegram to the old man announcing that fact, and signing the message with his own name.

In a few hours' time a yellow envelope was handed to him by a telegraph messenger.

"Come home for a spell," ran the message. "Going to give you one-third interest in my share. You're a mighty good man for the band-wagon. Sax, Senior."



TRANSPORTING GOLD DUST.



Accounting Records for Hospitals

This article is published by agreement simultaneously in this magazine and the National Hospital Record. It will be continued in our January number when many valuable special forms will be described, such as comparative records, clinical charts and training school reports.

The application of the most improved card system for patients' accounts will also be fully explained and illustrated.

Every hospital manager should acquaint himself with the labor-saving qualities and other advantages of this up-to-date method of accounting.

IN DEVISING a system of accounting records for a hospital it is desirable to commence with the purchase of the necessary supplies, and, as this involves a description of the voucher system, it will also include the treatment of all bills rendered or obligations incurred for which payment must be made by cash or check.

THE PURCHASE ORDER.

The first requirement is a purchase order on which will be recorded the quantity and description of articles or supplies ordered, terms of each purchase, price, department to which charge is to be made on the books, and amount. (See Diagram 1.)

This form should be filled out in triplicate by means of a carbon inter-leaf, the triplicate being a short leaf by omitting the "Quantity" column at the extreme left and thus commencing with the blank column next following.

The duplicate is retained in the office for ordinary reference; the triplicate is sent to the stores-keeper. When the goods

THE GRACE HOSPITAL — Purchase Order

Original
Duplicate and
Triplicate

No._____

To_____

_____

Date_____

Please supply the following articles:

Quantity		Description	Price			Terms	Charge To	Amount		

Our Order No. must be quoted on the Bill

_____
Superintendent

Diagram 1.

THE GRACE HOSPITAL

Voucher No.	In Favor of	Description of Voucher	Amount	SUPPLIES A Provisions	SUPPLIES B Pharmacy	SUPPLIES C Soap and Starch	D Pharmacy	E Provisions	F Fuel and Light

G Ambulance	H Hospital Nursing	I House-keeping	J Laundry	K Stationery	L Training School	M Laboratory	N Current Repairs			L F.	Miscel.	Unpaid Vouchers

Diagram 2.

are received the stores-keeper reports on the triplicate purchase order the quantities received and also enters same on his stores record; he then transmits the triplicate, with quantities filled in, to the superintendent's office where the quantities reported are compared with the quantities ordered. The invoice received is also checked in the usual way as to prices, terms and extensions, and the triplicate purchase order is then attached to the invoice which should be marked with the purchase order number.

This method possesses two distinct advantages:

First—It does away with the necessity for a special report of goods received by the stores-keeper. Second—It prevents the presentation of a duplicate invoice for the same goods for the superintendent's O. K., as the triplicate purchase order must accompany each invoice presented for approval.

Under this method the certification of the correctness of an invoice and the approval of the auditing committee, should be

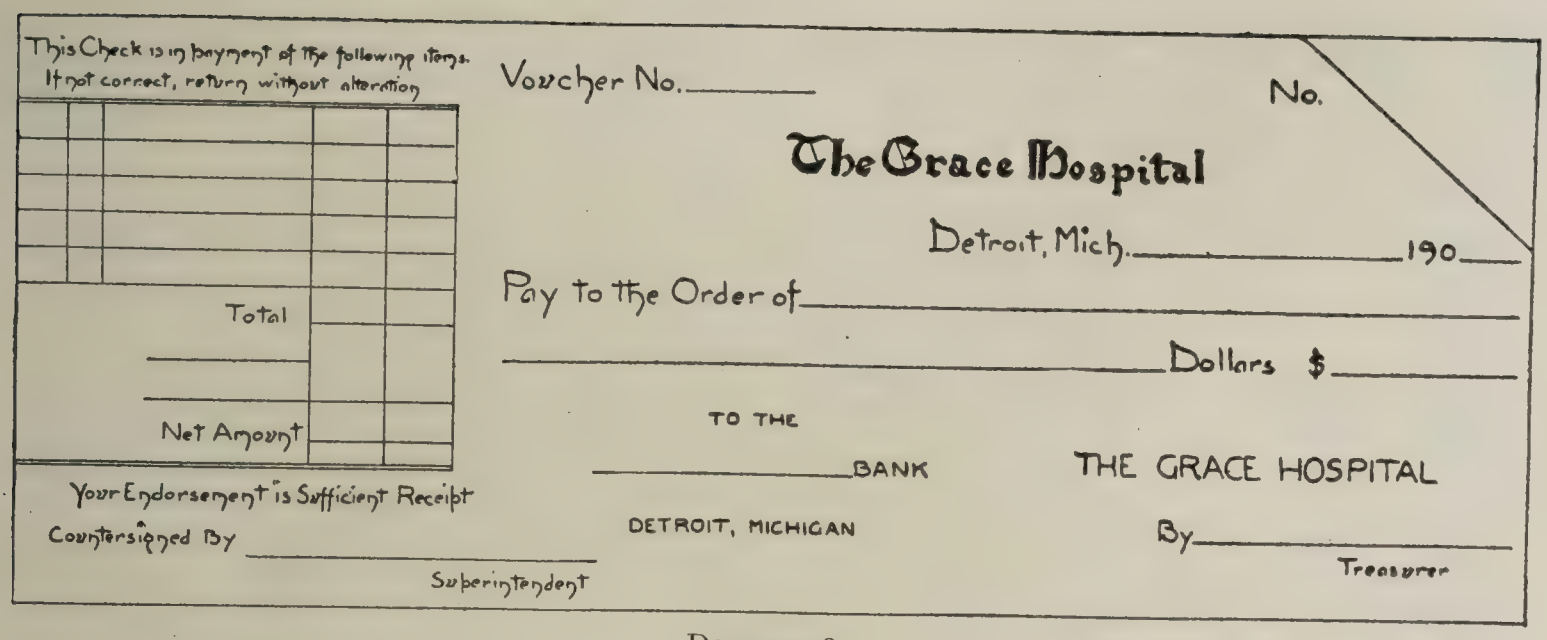


DIAGRAM 3.

made upon the invoices themselves by means of rubber stamps and the signatures of the necessary officials.

VOUCHER RECORD.

The next procedure is the entering of the invoice on the voucher record and the making of the voucher.

There will always be differences in the distribution of departments and the nature of the headings of the various columns required by different hospital managements, but it is sufficient here to show the general form, as this may be adapted to any requirement.

INDIVIDUAL PURCHASE LEDGER ACCOUNTS.

Where cash discounts are always taken advantage of (which we believe to be invariably the case in hospitals), it is absolutely unnecessary to carry individual purchase ledger accounts with the parties from whom the purchases are made.

THE VOUCHERS PAYABLE ACCOUNT.

In the general ledger (a ledger containing all accounts that enter into the trial balance with the exception of either individual patients' or individual creditors' accounts) should be opened an account which may be called "Vouchers Payable" or "Audited Vouchers Payable." (We prefer the latter as being more correct).

In accounting nomenclature this is called a controlling account, because it represents the accounts and aggregate balances the particulars of which are recorded elsewhere, and exhibits a summary of same. At the close of each month, therefore, the audited vouchers entered in the voucher record will be footed and the total amount credited to Audited Vouchers Payable account, the debits being made to the departments specified.

A separate column is provided in the cash book headed "Audited Vouchers Paid," and at the close of each month the total of this column is debited to Audited Vouchers Payable account, the credit being to cash.

The balance of Audited Vouchers Payable account would therefore represent the amount of unpaid bills and, as in hospitals, bills are usually paid on a certain day of the month—say the 10th, the balance of this account should exactly correspond with the footing of Audited Vouchers appearing in the voucher record.

TREATMENT OF UNPAID VOUCHERS.

It may happen, however, that the payment of some bill or bills may be held up by reason of dispute, or something of that kind, so that we recommend the provision on the voucher record of an additional column headed, "Unpaid Vouchers," as shown in the illustration, Diagram 2. The amounts of such unpaid vouchers should be brought forward from month to month, on the voucher record, as the first entry for each succeeding month until settled.

DEPARTMENT KEY LETTERS.

It will be noted on the voucher record that each item of distribution has been provided with a key letter. This is to save time and labor in writing the department charges on the purchase orders and also on

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The particulars necessary for the writing of this article descriptive of the up-to-date methods of a moderate sized hospital have been very kindly placed at our disposal by Warren L. Babcock, M. D. superintendent of The Grace Hospital, Detroit, Michigan, a well-known authority in his profession, and a frequent contributor to hospital literature. Under his management The Grace Hospital has achieved an efficiency unsurpassed by any hospital of its size.

the vouchers. The complete key should be listed inside of the front cover of the voucher record (if a bound book) but, as a matter of fact, the person in charge of the voucher work will speedily memorize the key.

THE VOUCHER.

The old plan of making out special vouchers, attaching same to invoice, and mailing to creditors with separate check and requesting return of receipted voucher, is now scarcely ever used by up-to-date establishments. In addition to the amount of labor involved, it was found that these receipted vouchers and invoices frequently never came back and the records were consequently imperfect, the returned check being the only evidence of payment.

The voucher-check is therefore coming into general use and our illustration—Diagram 3—shows one of the best of these new devices. It consists of a check made in duplicate by means of carbon inter-leaf and with the distribution to departments made on the left-hand margin. More lines for department letters may be provided if necessary, but we think those illustrated are sufficient to cover the invoices received during one month from the same party.

The date of invoice, key letter of department to be charged, and amount, are inserted, and the check portion filled out in the regular way. The carbon copy of the document is then attached to the duplicate purchase order and invoice, making a complete record of the transactions which cannot possibly be improved upon.

Where the voucher system is not considered desirable, the general plan above outlined may be followed so far as relates to the carrying of accounts payable instead of individual accounts with the creditors. In this case ordinary checks will be used instead of voucher checks, but a purchase record will be necessary in order to provide the necessary distribution to departments.

The proper record of provisions and supplies received and their distribution is of great importance to the hospital management as upon this depends the accuracy of

THE GRACE HOSPITAL

PATIENT'S MENU

Meal_____ Date_____ 190__

| | | |

the statistics compiled in regard to the average maintenance expense per patient.

It is not, of course, practical to go into minute details in respect to cost of meals, but a properly arranged stores record will furnish the necessary information as to provisions received and cost, and provisions used, covering a certain period during which so many meals of one kind and another have been served. The proper way, therefore, is to take time to compile for one week or one month a table of costs of the various meals served, whether house, half house, extra, or special kinds of diet.

MENU AND SPECIAL DIET SHEETS.

It is understood that one blank is to be filled out for each meal. The articles to be served are to be written in the blank space, which should number from eight to twelve. The supervisor takes the chart about the corridors and the corridor nurse in charge fills in the room numbers on her corridor and then checks the articles on the regular list that are wanted. In this manner the patients' appetite and their physical condition can be consulted as to what is desired. This list may be supplemented by special orders on special diet sheets, shown in the accompanying form. It may be found desirable to use a similar special diet sheet for each corridor with the meal division omitted and the patients' name inserted in the blank at the left.

APPROXIMATE FOOD TABLE.

We also show a table of approximate quantities of food required for a 25-bed hospital, a 50-bed hospital and a 100-bed hospital. (See Diagram 6). This will be found a very important help in establishing the standard unit per patient above referred to, as the actual costs may very accurately be ascertained by preparing a similar table that will be specially suited to the particular requirements of the hospital in question. This table will also be a check on the requisitions of the chef on the stores department.

(To be Continued.)

BREAKFAST

	Hospital of 25 Beds	Hospital of 50 Beds	Hospital of 100 Beds
Beefstead, Round	5 lbs.	8 lbs.	15 lbs.
" Porterhouse	8 lbs.	10 lbs.	20 lbs.
Eggs	2 doz.	4¼ doz.	8 doz.
Cereal, Cooked fresh	5 qts.	10 qts.	20 qts.
" Prepared	1 pkg.	2 pkgs.	4 pkgs.
Bread for toast, 1 lb. loaves	4 loaves	8 loaves	2 doz. l.
Bread (plain) in add.	2 loaves	4 loaves	1 doz. l.
Butter	1½ lbs.	2½ lbs.	5 lbs.
Cream (for private p'ts)	1½ pts.	3 pts.	2 qts.
Milk (allowing ½ pt. each)	6 qts.	12 qts.	24 qts.
Coffee (dry)	3 to 4 cups	5 to 7 cups	2 lbs.
Sugar	3 lbs.	5 lbs.	15 lbs.
Fruit fresh (oranges, etc.)	1 doz.	2½ doz.	5 doz.
Fruit stewed	2 qts.	4 qts.	7 to 9 qts,
Cocoa (allow one teaspoon for each patient getting it and add one cup each to quantity of milk	- - - -	- - - -	- - - -

DINNER

Soup	5 qts.	10 qts.	20 qts.
Croutons or Crackers	2 lbs.	5 lbs.	10 lbs.
Roast, Rib	8 lbs.	12 lbs.	20 lbs.
Lamb, Leg	10 to 12 lbs.	15 to 18 lbs.	25 to 30 lbs.
Chops	2 doz.	4 doz.	7½ doz.
Potatoes	1 pk.	½ bush.	1 bush.
Celery	1 doz. stalks	1 large bun.	2 large bun.
Beets	½ pk.	1 pk.	½ bush.
Bread, bakers 1 lb. loaves	3 loaves	6 loaves	1 doz. loaves
Tea	¼ lb.	½ lb.	1 lb.
Sugar	2 lbs.	3 lbs.	5 lb.
Milk	3 qts.	7 qts.	15 qts.
Dessert, Rice pudding	4 qts.	6 to 7 qts.	18 to 20 qts.
Ice Cream, in bulk	4 to 6 qts.	8 to 10 qts.	4 to 5 gal.
Ice Cream, brick	2 to 3 br'ks	4 to 8 br'ks	10 bricks

SUPPER

Scalloped Potatoes, (potatoes, milk, b'tter	3 qts. sliced	6 qts.	10 to 12 qts.
Bread	6 loaves	12 loaves	2 doz.
Butter	1½ ibs.	3 lbs.	6 lbs.
Fruit stewed	2 qts.	5 qts.	10 to 12 qts.
Tea	¼ lb.	½ lb.	1 lb
Milk	4 qts.	6 to 7 qts.	10 to 12 qts.
Eggs, special diets	1 doz.	2 doz.	4 doz.
Cream	1 pt.	1 qt.	1 gal.
Oysters, raw	2 to 3 qts.	3 to 5 qts.	6 to 8 qts.

DIAGRAM 6.

Cost Accounts for a Jobbing Machine Shop

By WESLEY A. FINK

(*Continued from our Nov. No. Page 96*)

There are such a large number of machine shops scattered over the country, and to be found in every town of any importance, that a system of records specially designed for the ordinary requirements of such a business cannot fail to be found of interest and value to those proprietors who appreciate the importance of systematic records that will disclose accurately the true condition of the business and the actual results of each separate job whenever required.

This article wil be continued in our January number.

VOUCHER RECORD.

THESE vouchers are then entered alphabetically in the purchase journal (Fig. 5) which also contains columns for distribution as on the vouchers.

VOUCHER SUMMARY.

When the vouchers are all entered the sum of the various distribution columns should equal the total column. After all the vouchers for the month have been entered a summary is made at the bottom of the page as follows:

SUMMARY.

5	general stores	$ 8 00	
6	iron castings	16 00	
7	brass castings	10 00	
8	patterns	5 00	
2	machinery acct.	100 00	
28	To vouchers payable		$139 00

These totals are then posted to the proper accounts in the ledger. In a business where the bills are paid once a month, the total of the vouchers payable can be posted in one entry, thus eliminating the separate individual purchase account from the ledger, the one account answering for all. As payments are made they will be charged to Vouchers Payable account in the ledger. In this case it will be necessary to keep a little memorandum book of vouchers unpaid, and to check them off as they are paid. But when payments are made on account, or it is desired to keep a record in the ledger of individual purchase accounts, the various amounts in the total column can be posted in the ledger to the credit of the individual accounts, instead of to a Vouchers Payable account.

After the vouchers have been entered in the purchase journal, the invoices with the vouchers attached should be filed away alphabetically in a Shannon cabinet drawer file with arched files, keeping each firm's invoices together for a whole year in proper rotation month by month. In this way if it is desired to go back over invoices to compare previous charges, the invoices of any one firm for the year may be found together. At the end of the year, the invoices should be transferred to the cheap Monarch pasteboard transfer boxes with arched files, and arranged alphabetically and labeled with the year on outside as A to H 1905, I to R 1905, S to Z 1905.

VOUCHER RECEIPT.

In payment of the Accounts Payable, it is well to use a combined voucher receipt. These receipts when returned can either be filed away with the vouchers and invoices or kept in the regular receipt file and convenient voucher receipt is shown in Fig. 6.

STORES REQUISITION.

Stores Issued Book—No stores should be delivered by the store-keeper except upon written requisition signed by the foreman or by the proper person in authority. These requisitions should show the job number or account to be charged as in Fig. 7.

STORES ISSUED BOOK.

From these requisitions the charges are entered up daily in the "Stores Issued Book," as in Fig. 8.

If only one stores account is kept in the general ledger, only one column for amount is needed, and the other columns can be dispensed with. The prices should first be entered in the amount column and then extended to the outer column, headed by the name of the particular branch of stores affected. At the end of the month the additions of the various columns are made, and if correct, the totals of the detail col-

Purchase Journal

Voucher No.	Date	Name	L. F.	Total	General Stores	Iron Castings	Brass Castings	Patterns	Sundries
1	Jan 31	John Doe	6	21 00		16 00		5 00	Machinery 100 00
2	" "	John Scott + Co.	10	100 00					
3	" "	Robert Brown	4	10 00			10 00		
4	" "	Wm. Black	3	8 00	8 00				
		Totals		139 00	8 00	16 00	10 00	5 00	100 00

FORM 5.

Voucher No._____

_____ 190

_____

_____

Check No._____

Received from

Quaker City Machine Co.

4041 Fifth Street, Philadelphia, Pa.

_____ Dollars

In full settlement as per annexed statement

_____

Per_____

FORM 6.

umns should agree with the total of the amount column. A summary is then made in this book at the end of the month, and posted to the general journal as follows:

Stores issued account.....$10,000 00
To General stores account.... $5,000 00
Iron castings 3,000 00
Brass castings 2,000 00

After the requisitions have been entered into the "Stores Issued Book" daily, this book should be turned into the office, and the charges posted from there to the various jobs in the cost ledger. If instead of using a bound book, loose sheets with carbon foils are used, the original sheets can be turned into the office every day and filed away in a binder, and the carbon copy retained in the storeroom. If desired the office copy only could have the prices extended.

Any stores rejected or returned to the supply houses could also be entered in the "Stores Issued Book," and the name of the firm entered in the "Job Number" column. An entry for these returns at the end of the month should also be made in this book and posted to the general journal as follows:

For stores returned to vendor—
John Doe $200 00
Richard Roe 100 00
To stores account..... $300 00

As all stores received are charged to stores account in the general ledger, so all stores issued to jobs, or used for repairs or returned to vendors, should be credited to stores account.

STORES RETURNED.

Stores Returned Book—All stores issued to jobs and not used should be returned to storeroom, and credited to the job number or account. This can be kept in a book ruled the same as the "Stores Issued Book," but if loose sheets are used they may be made of different colored paper. The summary at the end of the month should be posted to general journal as follows:

Stores account $100 00
To stores issued account..... $100 00

Date Dec. 4/05

Store Room Clerk

Please deliver and charge to Job No. 2

1 Brass Liner
1 Brass Piston
1 Pc Sheet Packing (2lbs)

Signed

W. Smith Foreman

FORM 7.

Stores Received Book

Date	From Whom	Quantity	Kind of Material	Price or Rate	Amount			Folio
1/2/.05	John Doe	10 lbs.	Rainbow Sheet Packing					
1/4/.05	Amer Pipe Co	95 ft.	1 in. Iron Pipe					
1/5/.05	U. S. Foundry Co	864 lbs.	3 Frame Castings					

FORM 8.

or just the reverse of the summary in the "Stores Issued Book."

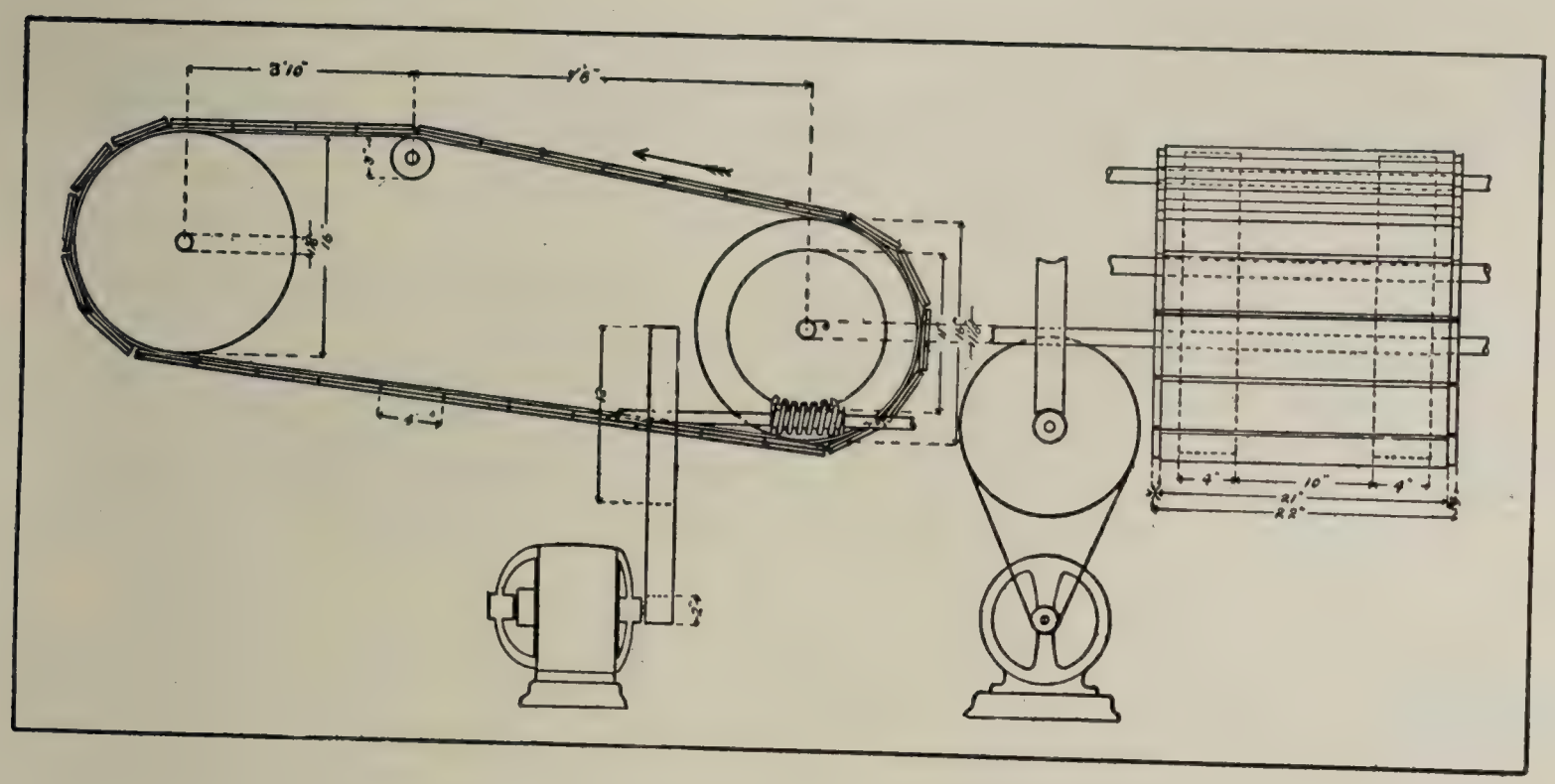
STORES LEDGER.

Stores Ledger—In large establishments where it is desirable to know the amounts of various stores on hand, a stores ledger should be kept. A loose leaf book or card index is best adapted for this purpose, a sheet or card is headed with the name of the article to be recorded. The amounts received are posted from the "Stores Received Book" or "Stores Returned Book," and entered on the card or sheet; and the amounts issued are posted from the "Stores Issued Book," and the balance on each card or sheet, if correctly kept should equal the amount of that particular article on hand.

(To be Continued.)



SMITH PREMIER TYPEWRITER CO., SYRACUSE., N. Y.



A Traveling Window

IN THE field of advertising and display, it might seem that up-to-date merchants had exhausted the possibilities in the way of electric light signs, etc. It remained, however for an ingenious and enterprising Cleveland merchant to discover a way of multiplying his available window display space by four—a seeming impossibility.

This is how he did it.

The window floor was arranged so that it revolved like an endless chain over two drums at either end; the window floor extending back into the store the depth of the window and being separated by a black velvet cloth.

The different aluminum articles—some 200 in number—were wired to the moving window floor, and thus produced such a unique and striking effect as to challenge the attention of large numbers of pedestrians.

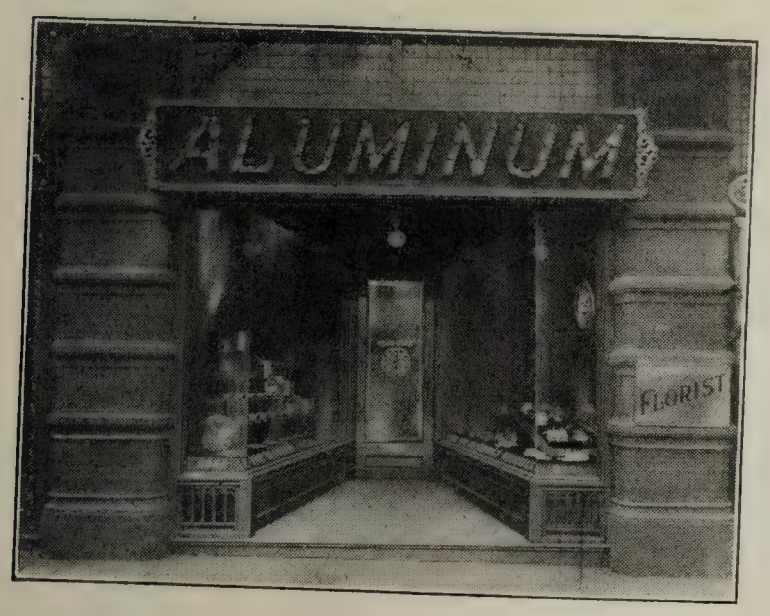
Before this device was installed, but fifty pieces could be shown, and that in the old-time, stationary style.

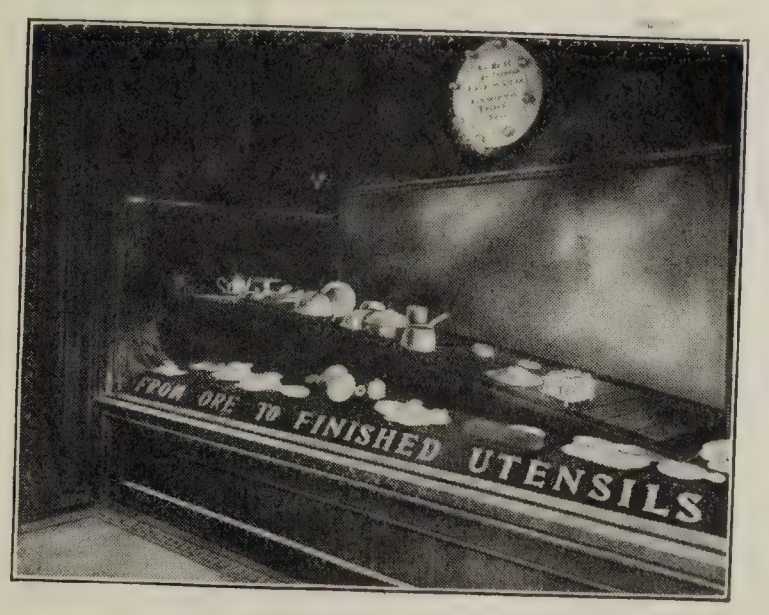
This enterprising merchant has "blazed a new trail" in the window display line which merchants in many other lines of business may find it to their advantage to employ.

The device was home-made, simple in design, inexpensive, and driven by a small electric motor concealed below the floor.

The accompanying photographs, secured under adverse reflecting conditions, show the general appearance of this novel arrangement.

The detailed sketches show accurately the mechanism.





Put Brains in Your Ink, or Printing as Advertising

By CHAS. H. COCHRANE

Good advertising is that which brings in more money than it costs although on account of some results being indirect they cannot always be traced.

The author makes a suggestion for department store free advertising and strongly recommends the use of distinctive designs on all stationery of every kind issued which will immediately associate it in the minds of the readers with the business to which it belongs.

It is poor policy to attempt to save money by cheapening the quality of stationery and printing.

WHILE my subject reads "Printing as Advertising," I might emphasize it by changing only one letter, making it "Printing Is Advertising."

The merchant who would make money out of his printing should never forget that printing is advertising, and that it is a mistake to pass the proof of any scrap of printing bearing his name without considering its utility as an advertisement, as well as its fitness to serve the special purpose for which it is printed.

The railway company that uniforms its men uses them for advertising. This has been seriously protested against as an infringement of an employe's personal rights. Whether or not this renders it objectionable is not of interest here. I bring the matter up simply because it shows the right advertising spirit, recognizing an opportunity to be taken advantage of.

Every piece of printing is the servant of the man who pays for it, and it can be taken advantage of in much the same way, to advertise him and to add to his receipts—if he knows how to use it.

RESTAURANT ADVERTISING.

The other day, at a lunch counter, I received a paper napkin with the proprietor's name prettily printed in the center. Of course, he paid more for the napkins with this printing, and though they never circulated outside of his place, they served to impress transient customers with his name, and we all know what a good name means to a restaurant. That man knew how to use printing.

ESSENTIAL TO BUSINESS MEN.

Many business men have their doubts about advertising, because they see so much money wasted in that way, and they get to look upon it as a sort of sink hole that will destroy business. Any prominent feature of business management can be overworked so as to destroy the whole business fabric, and this is as true of poor advertising as of other errors. But because some people overdo advertising, or make use of poor advertising methods, is no reason why any business man should regard advertising as non-essential to his business.

There is no business that is not assisted by advertising. Even the President of the United States does well to advertise himself, although in such an instance, the methods are utterly different from that of the merchant who seeks to be favorably known to the buying public.

That advertising which brings in more money than it costs is good advertising; or if it is apparent that the traceable returns very nearly pay the cost, it is practically certain to be good advertising, for there are usually more untraceable than direct returns from an advertisement. One pleased customer may bring you only a dollar return at the time, for a $10 advertisement, but if he stays pleased, he may be worth eventually hundreds of dollars to you. The printed advertisement can only give you the chance to please customers—you must do that work yourself, or through your salesmen, else no advertising will pay.

If the average permanent customer is worth $500 to you in ten years, it is surely a good expenditure of $50 that brings you one customer who proves permanent. Is it not then apparent that even $50 added to the cost of a piece of printing will pay if it brings one permanent customer? This is why it is imperative to use good printing that is painstakingly prepared and carefully edited.

A CLASSIFICATION.

Printing may be divided into three general classes: (1) printing for general utility, as labels, letter-heads, bill-heads, time-sheets, blank forms used in transacting office business, and the like; (2) printing that is purely advertising, as booklets, circulars, folders, etc., for sending to prospective customers; (3) printing that is partly for use and partly for advertising, as the catalog or price-list, business card, wall-hanger, etc.

During the last decade there has been great education and advance in the second class of printing named, that which is recognized as pure advertising, and every large business house now maintains experts to handle such printing and so manage it as to bring results. Thus the mails are flooded with ornate printing that seeks to hold the attention by its beauty or attractive arrangement. This sort of printing-advertising is so well understood that I will not give much space to it.

EXAMPLES OF FREE ADVERTISING.

It is in printing of the first class, the general utility printing, that most business concerns fail to see their opportunity to make their names more familiar to the great public. See how the manufacturers and wholesalers of canned goods get their advertising free from every can displayed by every grocer, because they know enough to place upon it an attractive advertising label; and then reflect how many business houses are continually sending out things on which they might, but do not, take advantage of similar conditions, and advertise themselves as well as do the wholesalers of canned goods.

Here is a suggestion for department store free advertising that comes to my mind: We all know that these stores habitually wrap their bundles in light yellow manilla paper, with a cheaply printed "adv." thereon. If one store in each great city should use pink paper, and add a line to all their daily paper advertising "The store where you get the pink bundles," in a short time every pink bundle in the city would remind the public of that store, and serve as an advertisement that costs nothing.

Most department stores recognize the principle I am endeavoring to inculcate, when they leave pads of neat note-paper, with the store heading printed in the corner, on which their women customers who visit the store parlor are free to write to their friends. The customer is pleased at having a free seat and free stationery, and sends out with her letter a free advertisement for the firm.

Whatever your business may be, the chances are that you order from half a dozen to a hundred dozen jobs of printing every year, which you want for utility—for the easy conduct of your business. The question I wish to force home to you is, how much thought and attention have you ever given to rendering any or each of these of some advertising value? I cannot in this article, directly suggest such uses to you, for I do not know what blanks you may use, or what may be the nature of each one's business, but if I can set you to thinking, you will work out the details for yourself, and this article will not have been printed in vain.

The pink wrapper idea was evolved while writing this article. If you give half an hour's thought to your own business, considering what might advertise you without increased cost, you might find something that you could use which would be as good as, or better than, the pink wrapper idea. Somewhere in your routine printing, there is sure to be something just as usable for your advertising.

DISTINCTIVE DESIGNS.

There is a very successful concern in New York, Patterson, Gottfried & Hunter, who sell machinists' supplies. For 20 years or more, they have made a practice of having a bright red corner about half an inch across, printed on everything they ordered. Probably more than half the machinists east of the Mississippi have seen some of their stationery, or labels, or what-not, and become familiar with this little red blotch, which has been for years an advertisement for this firm with the long name, rather too clumsy for advertising purposes.

I do not know much of the Uneeda biscuit methods, but if I were ordering the National Biscuit Company's printing, for office and factory use, or any other purpose, I would print that "In Er Seal" device on every job, and thus spread the advertising, to increase public acquaintance with it.

It is well to have some distinctive way of presenting your name to the public. The Wanamaker way is to print the name "John Wanamaker" on everything, in a conven-

tionalized imitation of the handwriting of this famous advertiser. Every sort of printing used in his stores has his name on it in this characteristic way, and yours should be equally conspicuous on your printing.

If my name was John Starr, and I sold stationery, I should write it and print it always in some such way as this:

JOHN * STARR
* Stationer *

with the stars in deep red ink, and I would print it thus on every label, tag, statement, order-blank, time-blank, or anything else that I ordered from the printer. I should pay more for my printing, of course, but I should gradually force on the public mind an association between my name for stationery, and after a few years this would be a valuable business asset.

One way to make money in business is to take time to think how to turn small things to your advantage. Printing is one of the small things that escape a great many, because though they advertise and think much of advertising, they have failed to associate the two together so intimately as to regard all printing as advertising, and this is essential if you are to make money out of printing.

ADVANTAGES OF ORIGINALITY.

One of the common mistakes made in advertising is to follow some other fellow's lead—to do as others do. This may sometimes pay in a small way, but no great advertiser was ever a copyist. It is the original thing that captures the public eye, that makes the possible customer think of you when he wants something in your line.

This is why you should study your own printing. It matters not how large or how small your business; it will pay you to study your own printing, and think out some original thing to print on all your announcements, all your booklets, and all your utility printing.

"Truly Warner" is in the hat business, and I venture that no reader of this, living in a city where Warner has a store, does not know that fact. If Warner had not had the happy idea of printing his name in this unique fashion, he would have been lost in the maze of other ordinary hatters. But he has printed that odd combination so often that when we see it, we must perforce think of him as a clever genius, and one likely to give us a good and stylish hat for our money.

Warner recently opened another store in Brooklyn, and filled the window with hats all marked $2. Another dealer in the block decked his window as nearly like Warner's as he could, and marked all the hats $1.50. Warner paid no attention, and he gets more trade than the imitator. Some way the public does not like an imitator, and probably most men said to themselves: "The $1.50 hats are not as good as Warner's, or they would not be so cheap." So, by simply printing "Truly Warner" until he became conspicuous, Warner actually now makes business by the weak competition that emphasizes his methods to the public.

GET A REPUTATION.

Never try to save money by cheapening the quality of your printing. No matter what the printing is for, even if it is a number to go inside a hatband, consider whether it offers a chance for advertising, and make it an attractive number, with your name on it in some way. Once you get your name up as an advertiser, other people will give you free advertising, just as in this article John Wanamaker, the National Biscuit Company, Patterson, Gottfried & Hunter, and Truly Warner are receiving free advertising. They get this for nothing as a tribute to the brains they have put into their printing. You can get some of this publicity, too, if you advertise sufficiently and originally.

I remember talking once with a solicitor for advertising, who sold space in what are called "journals," that is the announcement that some society would hold a picnic, a ball, or the like, surrounded with so much advertising that one cannot find the real announcement. I asked him how he managed to get so much advertising for such poor mediums.

"Oh, that's easy," he said, "I mark the top half of each page as sold to the biggest and best known advertisers, and the little fellows easily take the rest, and then, when the bottom halves are sold, I rub out the word "sold" on one or two pages at a time, and work off the space on larger houses."

This man, in his rascally way, played upon the weakness of human nature—the following of the successful advertising—and he contributed to advertising him.

Sometimes he printed the advertisement of such without charge, to lend character to his publications.

Just as the great business combinations called trusts gather business because of their size and reputation, so the large advertiser gathers trade all the time from the known fact that he is a large advertiser, one who is constantly using printer's ink to advance his interests.

ENCOURAGE SUGGESTIONS.

In preparing your printing, never allow yourself to get the notion that you know all about advertising. The greatest advertisers are the greatest students of advertising. No matter how great experience you have had, you have much to learn. You may O. K. a page of printing with the idea that it is everything it should be or could be as an advertisement, and yet your errand boy might sometimes suggest a valuable addition or improvement. Encourage such ideas in your employes. There is no telling how much help you may receive from them. It is one of the difficulties of advertising that you have to print something different, something new all the time, to interest the public. The thing that did well last month or last year is apt to fail on a future trial. Most people are caught by that which is novel.

PRINTERS WITH IDEAS.

If you get hold of the right sort of printer, he may be a great aid to you in securing this necessary novelty. There are a few printers whose work is worth two or three times the average price because of the ideas they put into the announcements they print—the advertising ideas and suggestions. If there is one of this sort in your city, tie up to him, no matter what it costs. He gets the price not only for the printing alone, but for the advertising quality he gives it. Such men are geniuses—artists in their line.

It is a tremendous advantage for an advertiser who uses much printing, to get hold of such a printer and have him work for no one else in the advertiser's line of trade. If you are not in touch with such a printer, look for him. Sometimes you can train a young printer to do this for you—some fellow chock full of bright ideas, who does not yet know the possibilities of his own genius. There is this undeveloped talent, and the really brainy advertiser will look for such, and when he finds the man, pay enough to own him and the product of his mind.

There is nothing that a business man can buy which is likely to be worth so much more than it costs, as advertising brains. The schools turn out lots of young "ad" writers of all sorts of abilities. Some of them have the divine afflatus, if I may be pardoned for borrowing a phrase from the poets—that can be turned into good money through the printer. As long as your advertising falls short of being the very best in your line of trade, keep hunting for this sort of young man. The best and brainiest is the cheapest for you.

The whole theory of printing as advertising, can be summed up in one terse sentence:

Put brains in your ink.

Of Interest to Bankers

(Culled from Exchanges)

Cashing Deposits.

IN almost every bank there is a customer who is getting more than his due. It is singular what crude ideas some customers have of the powers of a bank. Many seem to think that an entry in the pass book of the total of the deposit ticket becomes immediately, by some magical process, clean cash to be withdrawn at will at the paying teller's window. I have in mind at the moment a man in a northern city who deposited a check on a distant point, and the same day issued his check to another party for the amount, which check was presented through the next clearing. It was a physical impossibility for the bank to have received advice of the payment of the check, much less to have received the avails thereof, when the man's second check was presented, and he was called up on the telephone and told that his check was presented, but that the funds were not there to meet it. He indignantly replied that he knew the book-keeper was mistaken, that he had made a deposit only the day before. The book-keeper replied: "Yes; but we have not yet received the money on the check which you deposited." The customer replied: "The amount is at my credit as shown by my pass book, and I will come up to the bank at once and prove that you are wrong." When he called he was waited upon by an officer of the bank, who explained the situation to him. The customer expressed great surprise at the lack of diligence on the part of the bank. Said he: "Are you not members of the clearing house?" The cashier replied, "Yes." "Well," said the man, "now I've got you, because there is a clearing house in the city where that check is payable, and you can inquire of that bank if that is not so." He had the idea that the clearing house was a magical something where all the other clearing houses in the United States, from Jacksonville to San Francisco, immediately met and made a simultaneous exchange of checks and that they were all good.

ADVANTAGES OF DEMAND LOANS.

The discount teller had gone to lunch, and I was temporarily filling his position. While so engaged, an eminent banker appeared at the window to pay the interest on a demand loan. He also desired to change the demand loan to a 60-day time loan. I referred the matter to the president of the bank, who was a gentleman of the old school, and at times quite bluff in his demeanor. Times were then quite strenuous and money was very tight; for this reason it was apparent why the change in the tenor of the note was desired. The president replied that he did not wish to have the note changed, but would leave it a demand loan. I reported his decision to Mr. ——, who insisted that the loan should be changed. I was therefore obliged to again timorously enter the sanctum of the president. He was busily engaged in conversation with another gentleman, and did not relish the interruption. I again stated Mr. ——'s desire for the change. He again stated to me, in no uncertain way, that the loan should remain a demand loan, and said to me: "You go and tell Mr. —— that he has had that loan ever since he was a boy, and that I prefer to have it remain the way it is." You can imagine my feelings, when emerging from his office, an inexperienced youth, with a message of this sort to one so high in business circles. I finally concluded that I would not quote his exact words, but told Mr. —— that the loan would have to remain as it was, a demand loan. He then went into the president's office himself, and after remaining there some time he came out and renewed the loan on its old basis, which continued to run with us for years afterwards.

VERIFICATION OF TRUST CO. ACCOUNTS.

The book-keeper posts the individual ledger direct from checks and credits; at the close of business he enters the general items in the debit and credit books and posts the general ledger, takes off proof of the general ledger, and enters results in the statement book, which he hands to the sec-

retary on the following morning. He also, under the secretary's guidance, enters the loans in the security and margin book; makes note of mortgage loans and insurance, and keeps record of purchases of securities and investments by the company.

The check clerk, who practically belongs to the book-keeping department as assistant book-keeper, receives the checks and credits from the book-keeper, lists them individually on sheets, one sheet for each account, and when completed makes a machine total of the work from the sheets, which he proves with the check and credit lists of the tellers. He extends the balances in pencil and the next morning before business calls the balances of his changed accounts back to the extensions of the individual ledger, thus making a complete verification.

A Bank Liability Record.

The attached liability record appears to possess many features of interest and utility. It is reproduced from *Bank Notes* and the deviser is Mr. W. C. Renaker, cashier Hamilton County National Bank, of Cleves, Ohio.

The object of this card is to keep a check on the loans of a bank to its customers, and Mr. Renaker proceeds to describe its value as follows:

For instance, in this national bank, with a capital of $25,000, we are limited to a loan of $2,500 to any one person, firm or company. Once or twice, accidentally, we would get hold of good paper that would run us over that limit. Now with this card system I have a limit placed on each customer of the bank as to what I can loan them. The limit is placed by the discount committee as to how much I can loan a party directly, and how much additions I can take that party as indorser on other people's paper.

The card inclosed shows that Wm. L. Smith can borrow $1,000 of this bank on his own name, and that he can go security for his friends additional as joint maker of a note for $500 more. This card also shows that Wm. L. Smith has one note of $400 at this bank, and as security as joint maker on $476 of other paper and the names of whom for. It is a very easy matter to keep a line of what notes have been paid. For instance, in looking into your note case, every note up to June 25th is paid. At a glance, then, you know that note 401, due on the 4th, is paid, and you can check it off.

Now, further, if in taking Wm. L. Smith's paper, you want someone else to go on his paper to make it good, I make a notation on the front as "over" and then on the back write a list of names, any two of which will make his note good.

I find this card completely fills our wants, and of course it can be changed to fit any locality or conditions.

I use it in a card case with 1,000 cards printed as shown, which cost us $7.50. This makes the cost less than a loose leaf ledger and within the reach of every small country bank.

These cards could be gotten up by you and kept in stock the same as the "Record of Advertising Mailed" cards are.

A Voucher Check Used by a Bank.

The Union Bank & Trust Company of Helena, Montana, writes *The Banking*

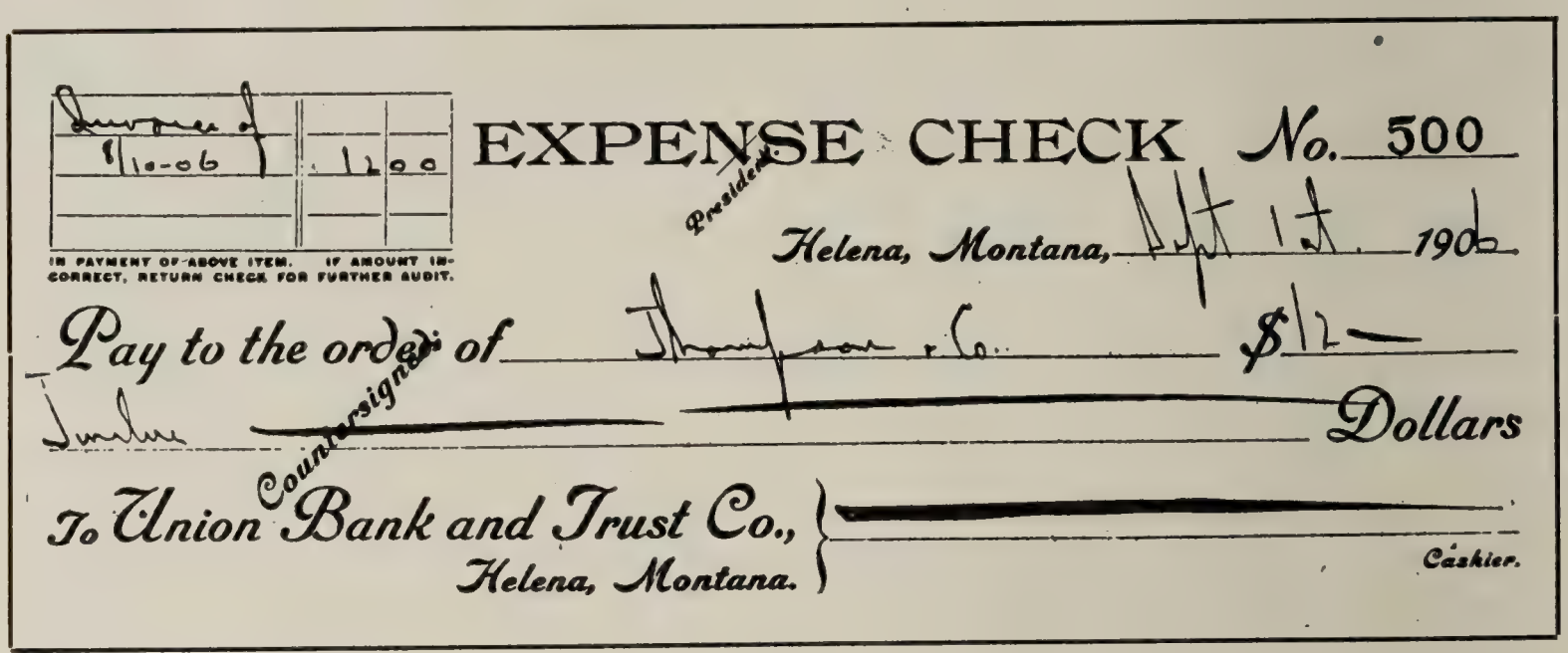
LIABILITY CARD

W^m L Smith — As Payer (over) $1000 00
Cleveland — As Endorser $500 00
O — Total. $1500 00

Date		No	For Whom	Due		As Payer		As Endorser		Paid		Balance	
1906 Jan	5	401	Self	June	06 4	600							
April	30	547	C H Whitson		30			350					
March	18	492	W H Martin	Sept	18			100					
	22	495	Self		22	400							
April	22	549	M M Boyd	Oct	22			26	00				

Law Journal that they object to the folded voucher check as being very awkward to handle and requiring a great deal of time by the remittance clerks in handling.

They use a padded check with printed stub, as shown below. They also use a rubber stamp containing the same information as the stub of the check. This rubber stamp is placed upon the bills. This plan appears to involve an objectionable duplication of work in filling out stub and rubber stamps on the bill and could probably be improved upon in this respect by providing for a record of the required information on the check itself and making the checks in duplicate.


Amount of
9/10-06 | 12 00
IN PAYMENT OF ABOVE ITEM. IF AMOUNT INCORRECT, RETURN CHECK FOR FURTHER AUDIT.

EXPENSE CHECK No. 500

President

Helena, Montana, Oct 1st. 1906

Pay to the order of Thompson & Co. $12—

Countersigned

Twelve Dollars

To Union Bank and Trust Co.,
Helena, Montana.

Cashier.

Why This College Graduate Was Not a Success

He became saturated with other men's thoughts.

He depended too much on books.

He thought his education was complete when he left college.

He regarded his diploma as an insurance policy against failure.

His mind was clogged with theories and impractical facts.

He mistook a stuffed memory for an education, knowledge for power, and scholarship for mastership.

He knew languages and sciences, but was ignorant of human nature.

He knew Latin and Greek, but could not make out a bill of goods or bill of sale.

He was well posted in political economy, but could not write a decent business letter.

His four years in the world of books left him permanently out of joint with the world of practical affairs.

He was above beginning at the foot of the ladder when he left college.

The stamina of the vigorous, independent mind he had brought from the farm was lost in academic refinements.

He thought that his four years' college course had placed him immeasurably above those who had not had that advantage.

He had never assimilated what he learned and was crippled by mental dyspepsia.

The habit of discriminating minutely, weighing, balancing and considering all sides of a subject, destroyed his power of prompt decision.

He thought that the world would be at his feet when he left college, and made no effort to win its favor.

He could not digest his knowledge.

He knew enough, but could not manage it effectively—could not transmute his knowledge into practical power.—O. S. Marden in *Success Magazine.*

Accounting System for a Furniture Factory

By EDW. M. STRADLEY

The very best kind of technical article is that which is most practical, i. e.—that describes a system constructed to meet actual business requirements. Such articles are usually devoted either exclusively to the general office system, or to the factory system, and it is not often we are able to present (as in this case) a complete system for both general office and factory as designed and installed by the author, who is president of The National Audit, Appraisement and Guarantee Co.

The combination referred to considerably enhances the value and greatly increases the usefulness of the article to both students and business men.

This article will be continued in our January number.

PURCHASE ORDER.

THIS order should be filled out in accordance with particulars called for on Form 1, which is made in triplicate. The original of blue bond paper should be sent to the individual or company from whom the goods are ordered; the duplicate of pink bond paper should be sent to the accounting department and held on file until the invoice is received and attached to material received sheet duplicate in accordance with Form 2; the triplicate should remain in the purchasing department files for reference and record.

MATERIAL RECEIVED SHEET.

When the goods are received this form should be filled out by the receiving clerk using indelible pencil for original and carbon paper for duplicate. The original and duplicate should be sent to the accounting department. The duplicate should be attached to the Purchase Order, Form 1, and the original should be filed numerically after being priced. The receiving clerk should sign sheet, stating the date goods were received. The date of invoice should also appear on this sheet as well as the Purchase Order number, and the party entering same in Raw Material Stock Ledger should sign initials and folio number in place provided for same. To distinguish original and duplicate apart, the original should be printed on yellow bond paper and the duplicate on white bond, which should be padded and punched for binding on post binder.

MATERIAL REQUISITION.

When material is required, for orders going through the shop, the foreman should authorize the stock clerk to deliver the articles required to the operating department on this requisition, and to save time each department should draw their supplies for each day's work between the hours of 7 to 9 a. m. The requisition should be signed by the foreman, as well as by the party receiving the goods, which would in most cases be a sub-foreman of some certain department. At the end of the day the stock clerk should hand into the office all requisitions, and no material should be delivered to operators unless authorized by the superintendent or foreman. This requisition should be filed numerically in a binder provided for that purpose.

STOCK SHEET (RAW MATERIAL.)

This should be kept on the loose leaf ledger plan. A separate sheet should be used for each article of raw material, such as the different sizes, kinds and grades of lumber, screws, glue, and in fact, all material used in the course of Furniture Manufacturing, including all supplies used in taking care of machinery, etc. In the upper left-hand corner are the words "Classification Number," "Sheet Number," "Maximum" and "Minimum." "Classification Number" refers to the classification of the material in numerical order in stockroom. "Sheet Number," the number of sheet of classified stock kept in stock ledger. "Maximum" and "Minimum" refers to the quantity of each article to be carried in stock, and is intended to regu-

John Doe Company
Purchase Order

No._____

Name_____
Address_____

Terms_____ Wilmington, Del._____
Ship via_____ Delivery F.O.B._____

Date Required		Articles	Quantity	Price			Amount		

You are hereby authorized to fill the above order as stated. If you cannot, please advise at once

John Doe Company
per_____

FORM 1.

late purchases. For instance, after one or two months' operation of the system you can judge from the quantities used "generally," how much you should carry in stock to meet the demands of your factory.

The information called for under caption "Ordered" can be obtained from the Purchase Order, Form 1, handed into ac-

Material Received Sheet
No _____

Favor of_____ Purchase Order No ____

	Articles	Quantity	Rate	Amount

Date Received_____ Date of Invoice_____
Received By_____ Entered By_____

FORM 2.

counting department daily, and this information called for under this caption should be posted daily.

The information called for under caption "Received" can be obtained from Material Received Sheets, Form 2, which should be entered daily.

The information called for under caption "Delivered" can be obtained from the Material Requisition, Form 3, which should also be posted daily.

The information called for under caption "Balance" represents the difference between the columns headed "Received" and the column headed "Delivered," both in quantity and value. The difference between the column headed "Ordered" and the column headed "Received" will represent the goods ordered and not received. Adding the total balances together, the Raw Material Ledger should agree with balance to debit of Raw Material in General Ledger account. This sheet should be put in a lock-post binder, which can be easily locked and unlocked without having to take out any sheets; for instance, the Mann or Jones binder.

PRODUCTION ORDER.

This order should be made out for all goods ordered from the factory, and no work should be done without having first issued an order which should be duly signed by the manager. This order represents the authority to manufacture goods and will enable the manager to require a fixed amount of work from the factory daily. All material used on this order should be charged against this order and a separate order should be issued for each lot of furniture to be manufactured. For instance: this Production Order is only intended to carry the serial number of the order with the

Material Requisition No _____

Date_____ Order No _____

	Articles	Quantity	Price	Amount

Received By_____ Authorized By_____
Name Foreman

FORM 3.

quantities and dates required by the manager. Each order should carry with it the cutting order for the cut-off saw, as well as the drawings for the mill depart-

STOCK

RAW MATERIAL

Classification No _____
Sheet No. _____
Maximum _____
Minimum _____

ARTICLE _____

	DATE		ORDERED						RECEIVED				DELIVERED				BALANCE		
			Purchase Order Number	Delvy	Terms	Dis	Price	Quantity	Material Received Sheet No.	Quantity	Price	Amount	Material Req No.	Quantity	Rate	Amount	Quantity	Rate	Amount

FORM 4.

Production Order

Order No. _____ Finished {Parts / Product

No. _____

Date _____

Date Required		Articles	Quantity	Rate	Amount		
		Same form for finished product, eliminating the word parts.					

You are hereby authorized to manufacture the above articles
You will be held responsible for defective work

_____
Manager

FORM 5.

TIME CARD

Name _____

Check No. _____
Helper's Ck. No. _____

Date _____

Hours			Machine or Dept.	Style No.	Finish	Quantity	Lot No.	Workman not to use these columns			
								Mechanic		Helper	
From	To	Total						Rate	Amount	Rate	Amount

FORM 6.

ment, cabinet department, and the list of material to be drawn from stockroom, and if not in stock, should be purchased. The details as to finish should as well accompany order, so that the finishing or painting and varnishing department can know how to arrange their work to get this order done on time.

When the order is completed and delivered to the storeroom, this form should be returned to the office together with Production Report, showing the production for the day. The numbers of Production Report or Reports, as the case may be, should be entered on the order, the duplicate remaining in the book is for the purpose of stating the cost of each order issued.

TIME CARD.

The Time Card should be made out by mechanic when he has a helper on a job

Lot No._____ Cut in Oak_____ Cut in Birch_____ Cut in Maple_____ Cut in Mahogany_____ MACHINE LABOR COST

Date Issued_____

Date Completed_____

ARTICLE_____

Cut + Rip No. 1	Glue No. 2	Face + Joint No. 3	Plane No. 4	Resaw No. 5	Joint Veneer No. 6	Veneer No. 7	Rip + Plough No. 8	Sticker No. 9	Tenon No. 10	Band Saw No. 11	Moulder No. 12	Cut Off No. 13	Boring No. 14	Sander No. 15	Drum No. 16	Spindle No. 17	Belt No. 18	Dove Tail No. 20	Locking No. 21	Hooking No. 22	Miter No. 23	Carbon No. 24	

FORM 7.

for the day, for both helper and himself, filling out the information called for on card. When helper is working alone, he should fill out card giving information called for, as each workman's time is calculated from his time card, which is entered in Pay Roll Book for payment at end of pay roll period. An International Time Recorder should be used to record time of arrival and departure of each employe, thereby securing a complete check on the time turned in by employes in factory, as well as ascertaining the number of hours other employes spend in factory offices.

PAY ROLL BOOK.

This should be a bound book in accordance with form and should be used as follows: All time cards should be collected and the hours entered in the proper day space alongside of the workman's name and check number, and after being extended and entered in cost ledger, should be put in the cabinet under the proper check number and name until end of week, when they should be collected together and the value of each workman's time entered in the amount column alongside of check number, as well as enter the value of the labor in the proper department under the proper column. Direct Labor is charged to a cost sheet. Indirect is an expense as well as Supervision. Commencing at left hand side of sheet and adding horizontally to Friday, the total should agree with the total of the amount column alongside of the check number.

COST SHEET (FINISHED PRODUCT).

This should be kept on the loose leaf ledger plan.

MACHINE LABOR.

A separate Cost Sheet should be made out for each Production Order number, showing articles ordered from factory. As soon as Time Cards are extended, enter the value of hours spent on each operation from 1 to 24 in machine department.

(To be continued.)

Cash or Credit

How Caesario Macaroni acquired an overcoat for nothing

By WM. W. HANNA, M. A.

IT WAS not that Caesario Macaroni really needed such an expensive coat. In Italy, the land of his nativity, Caesario would have gone without an overcoat from one year's end to the next and would have been quite content. In America, however, it becomes, during the winter season, and, especially in New York City, much colder, at times, than it ever does in sunny Italy; so much the more so,



W. W. HANNA.

in fact, that an overcoat of some sort is quite a necessity.

Now Caesario might, well enough, have selected an ordinary ten or fifteen dollar article to meet the case; but then,—Caesario had ambitions, and also, Caesario had a girl, whom he loved devotedly and who undoubtedly appreciated a fine, dressy appearance in her young man.

Well, after all, why should not Caesario, for once, indulge his fancy for a fine merino, silk-lined outer garment. The tag on the collar, exhibiting $30 as the price, need not prove the insurmountable obstacle;—for, was not Caesario in the employ of the same department store that owned the coat and, would he not get a ten per cent discount, as an employe and could he not, as well, get it on credit, for the same reason.

They might claim part of the price and deduct it out of his wages next pay day; Caesario had thought of that,—but, then again, they might not. Caesario bought the coat,—took it home and, in a very short time afterwards, was wearing it on Sundays, on holidays, too, and, without question, on all other days as well.

Of course, as might naturally be expected, the coat soon showed signs of wear; but this did not worry Caesario. He had only to raise objections to the fit or to the character of the material and, presto,—the store would take in the buttons, put in new sleeve linings, alter to suit, or do whatever else he might require. For Caesario's credit, in spite of his non-payment for the merchandise sold, still remained unimpaired. Dunning letters he had received at his home from the correspondence department of the store. Letters, that of late, he had neglected to open; he never had had, really, any occasion to do so, as they always remained unanswered, and yet, notwithstanding these importunities and this indifference, the humble Caesario, one of a long list of employes, was somehow always overlooked in this connection, as also at pay day.

So time ran on, then some months later, Caesario had a little misunderstanding with the head of his department and quit. Still the store did not forget that Caesario owed $30, less ten per cent, for one overcoat, a silk-lined merino, and so, collector after collector was dispatched, early and late, to interview the redoubtable Caesario. But, alas, Caesario's kinsfolk, with whom he boarded, could speak no English and the collectors knew no Italian; so, with Caesario always away, there was an absence of any real, satisfactory solution of the difficulty.

Caesario would write long letters to the store, when at length the collectors threat-

ened suit. He claimed the goods were not as represented; that the overcoat, guaranteed to fit, was a misfit and even prevailed on them, during the second winter he had it, to take it back and re-alter it again for him.

This time, the store kept the coat for the balance of that winter, in the hope that Caesario Macaroni would call for it and make full settlement. Vain, illusory was the hope. Caesario, who had meanwhile purchased a cheaper one, as a second best for wear, allowed them to continue their possession of the half-worn garment.

The sales department, to whom it was referred, refused, at length, to keep the coat longer; it had been sold, it has been re-altered. Better notify him at once of these facts, send it home forthwith and immediately collect.

This happened, except the last, according to program. Caesario got the coat safely back again and in time for a third winter, but, Caesario paid not one centime of the price.

The irate collector, who next called, requested to know how much Caesario would pay for the coat. "Patience" was almost "at the point where it ceases to be a virtue." Caesario would not pay even $20 for the coat. Would not put any price upon it. How did he know what the still unsatisfactory article of apparel was worth. He would have to see a tailor. And so, by this time, the coat having lost its fine appearance to such an extent it was of little value to either the store or Caesario. Caesario was allowed to keep the coat and keep the price of it also.

Selling Impressions

By W. H. GRIFFIN

Sales Manager for the Elliott Addressing Machine Co.

A series of suggestions intended to indicate how favorable impressions may be made by the salesman in introducing himself to prospective customers.

IF THIS article seems written in the form of advice, it is not tendered from the standpoint or assumption of superior ability or experience, but only from that of a student of cause and effect. There is a great deal of excellent advice given in print now-a-days, through the business magazines, but with most of it, reasons or results do not accompany. This tends to deprive it of value and permanency through lack of understanding. The doctor advises that an infant be wakened every three hours during the night to be fed. This seems almost cruel when the child is sleeping soundly, and needs the restoring and invigorating influence thus exercised, but when the M. D. explains that the amount of food given will feed the system for three hours only, and after that, the sleep is the sleep of exhaustion instead of rest, the situation is more clearly understood, and the advice more closely followed.

TELEPATHY.

The prime business of the salesman is to make others think as he does by a system of telepathy, in which he far excels the advertisement, catalog, novelty or other method of presentation, through the power and exercise of all his senses, bringing to bear upon his hearer the very best products of his experience training and judgment through speech. With the increasing ability of the buyer to secure goods in many markets of many makers which will meet his requirements, it remains with the salesman to impress upon him the fact that his line will fill the bill much better than any other, and this has resulted in a close study of impression-making, with the development and distribution of ideas aiding to its perfection.

The first impression to be made is that of a gentleman, and this can only be effected with the exercise of quiet and modesty. The first thing to be met is visual inspection; be quiet therefore in dress. The best dressed man in a crowd is the least noticeable, and not the loud and vociferous human clothes-rack who compels attention by his freakishness. The best dresser of my acquaintance, from an artistic standpoint, was a commercial artist of moderate means, a worker in colors, however, whose taste ran to patterns but of such small size, and such quiet colors, that their make-up was only distinguishable at close-range; the nearer one got, however, the nearer he wanted to get, a most delightful and effective impression to create. In jewelry, let quality and not size be the standard, and old pieces of antique design will often attract attention and comment, making a pleasant and interesting break in a business conversation. It goes without saying that one should be as painstaking as possible in the care of the dress and person. The buyer's impression will be along the reasoning that you are not likely to bestow any more, if as much, care on him and his orders, as you do on yourself.

BE ATTUNED.

Be quiet in your entrance and do not let it interfere in any way with the harmony of the office hum. Become a part of it and keep in tune. You may not be able to set the pitch which may vary from a boiler factory to an undertaking estab lishment, but glide into the current like a canoe under skilful paddling, and don't churn things up like the puffing, bustling, tooting tug, which although useful, is always an "outsider."

Do not be in too much of a hurry to "get next" to the "main squeeze." State your business briefly but explicitly to whoever may first address you from the office-boy up. He is the first link in your chain of circumstances with which to draw an order, and that chain is only as strong as its weakest link, and as long as you can keep up interest and connection. State what you have to sell and find out who is most directly connected with the use of it.

Do not ask for the manager first. His time is more valuable than of those lower down, and you are apt to get none or much less of it. If your application for it is backed by some member of the department most interested, your chances of success are greatly improved and strengthened. You cannot fail of help through the collection of all the technical information possible before the final presentation of your case.

SOCIABILITY.

Do not be over-sociable, the first to shake hands, to tell a funny story or to inquire after the family health. Leave it to the other man to put the negotiations on a friendly basis if he wills, and be careful not to overstep his advances.

What you want first is the buyer's respect, and when secured, it will form the best possible introduction to his friendship. Respect for your opinion will form a vastly better basis for business relations than a merely social acquaintance, and it is a great mistake to put the cart before the horse in this connection. The younger man is somewhat hampered by his lack of age and experience in establishing a reputation for sound judgment, but he can avail himself of all the technical information which the house can furnish, and by employing it with modesty and tact, he can in time prove his advice worth listening to.

You can safely suggest in the form of a question, but never presume to advise direct unless you are requested to do so. The statement of personal preference without such request is the characteristic of the cheap clerk behind the counter, and beneath the salesman, whose ability to make others think his way by more adroit and less offensive methods puts him where he is.

KNOCKING.

Don't "knock." There has been so much written about the unpopularity of the "knocker" that it is unnecessary to dwell on this point, but deprecation of competing goods as poor policy is self-apparent. If your competitor has been in business for some time, it is reasonable to suppose that his goods must have merit, and to cast reflection upon them is to throw a shadow on your own representations.

If a concern is new, you cannot speak from experience regarding its product, and it is therefore better left alone to speak for itself. Always stand by the house in its mistakes and delays since it must stand by you, and while you can apologize and ex-

plain, never condemn, not being on the ground at home and knowing the real state of affairs. A somewhat inelegant but very trite saying is "It is a dirty bird that fouls its own nest."

ESPRIT DU CORPS.

There is no language like the English for variety and shade of meaning, but nevertheless there are two expressions from the French which are not readily translatable into English. One is "Esprit du Corps" the cultivation of which is the greatest evidence of ability a sales manager, or any other handler of a body of men can evince. "Team Work" comes about as close as anything in our language, and it relates to the dealing with mind and not matter. "Noblesse oblige" is the other expression to which I refer, and about the best translation I can give of that is to quote from some printed advice to "Play the game like a gentleman." In other words "Fight fair" and "Have as good an opinion of yourself as you can live up to."

JOLLYING.

Keep clear of the "jolly" or any other form of deception, which will become a habit of increasing strength, and remember that indiscriminate joking will never fail to lead to embarrassing situations. I shall never forget one instance where the partner of a concern was a habitual "jollier" and generally ready to take his medicine in kind. One day, however, he was not himself, but I was not aware of the fact until in response to some joking remark, I received a volley of abuse that fairly took me off my feet, and taught me a life-long lesson. It did not tend to lessen my discomfiture to note the smiles and laughter of the clerks in the store who were "wise" before my appearance on the scene.

Door-to-door solicitation is extremely tiring, especially when the line requires a pro-and-con discussion. The telepathic transmission of animal magnetism and mental force is bound to occur as any earnest salesman can testify by "that tired feeling," and through the necessity of recuperation in order to get back to "concert pitch," class work is productive of much better results. Not only does the time elapsing between calls allow opportunity for recreation, with a change and variety of surroundings, but he has a chance to ponder and analyze his last call with its experiences, and all the time he is becoming better posted on the customs and requirements of the line he is working.

POLITENESS.

Be heartily, not formally, polite. By the former I mean the inborn tendency of the gentleman, which shows itself in speech, action and bearing or demeanor. By the latter I mean the superficial and effusive veneer of the Frenchman or his imitator. Give your host the first and every opportunity for a hearing and remember that the best and soundest basis for self-esteem is respect for others. Do not be afraid to use the word "sir" in answering questions, especially to older speakers. It is a mark of respect and good breeding which never fails to make a good impression. The true standard of politeness is aptly illustrated by the story of a governor of North Carolina, who while walking with his son was accosted by an old negro, who removed his hat while making his morning salutation.

In response the governor not only replied, but carefully doffed his silk tile, and when questioned by his son as to his reason for doing so, he answered, "Why, you wouldn't have your father outdone in politeness by an old darkey would you?"

TACT.

The opening remark is another very important feature, and should be studied up with great care. I heard a salesman some time ago enter the private office of a general manager with the inquiry "May I bother you for a few minutes?" which certainly deserved a prompt and decisive "No." A man acknowledges himself either a knave or a fool to ask for the time and opportunity to "bother" a business man. It is equally damaging to call for the purpose of ascertaining if goods are satisfactory. You should take it for granted that they are and be looking for duplicate orders: the kicks will come in fast enough without an invitation.

The opening of the conversation should be a carefully planned attack with questions or propositions of a sufficiently general nature to admit of no denial, and as far away for the time being as you can possibly get from the actual question of the purchase of your goods. Every man can hardly say



THE BURROUGHS ADDING MACHINE CO., DETROIT, MICH.

"No" to the reduction of expense, the increase of business, or the improvement of system, and when he expresses himself as interested in any one of these propositions, the salesman has a chance to gradually bring him round to a connection of his offering with the desired result. The principal aims of the salesman should be to present the largest number of good points of his offering with the least possible language, and to meet objectionable propositions with decisive and unanswerable responses. Words that make no impression are useless, and that make an unfavorable impression, are worse than useless; actions likewise are of like importance and effect, and it is therefore of words and actions, as related to impressions that we propose to deal. "First impressions are lasting impressions," with just enough exceptions to prove the rule, and while numerous articles have been written on the actions of approach, they do not state the nature of the impression it is intended to convey thereby.

FOLLOW A PROGRAM.

When you feel yourself becoming seedy and fagged, no matter what the time of day, knock off and restore your nerve forces to normal condition. Take each individual call by itself as the principal business of the day, and forget everything else for the time being. Make that particular call the prime object of your existence, and another good feature of class work is that you can start out with more or less technical information in the shape of references, specific uses, etc., culled from the records already at hand in the office.

Supply yourself, however, with a carefully laid out itinerary for each day, with a sufficient number of calls to accommodate any amount of failure to connect through absence, engagement or otherwise, and if the house makes the mistake of judging your day's work by the number of calls made, explain that many calls mean few hearings, and that generally business prospects are in an inverse ratio to calls made.

Be a good loser. The easy winner, on the crest of the wave, has no more climbing to do, and is apt to get soft-muscled and self-satisfied, with nothing to learn and everything to teach. The race is not always to the swift, or the victory to the strong. Every loss, if taken rightly, is food for thought and study, sure means of development, and productive of a philosophy which reduces nervousness to a minimum. "Blessed is he who expecteth nothing, for he shall not be disappointed."

Dedicate your first call to "getting into touch" with your man and his conditions, and don't get nervous and fight for an opening if circumstances indicate that you cannot land an order first clip. Don't put all your wares in your window at once, but leave everything in good shape for next time. Leave the impression that you are after business and will come and work for it, but lead it your way, instead of pushing and crowding. When you get it, remember "There is no advertisement like a pleased customer" and lay a foundation for the future.

VALUE OF EXPRESSION.

Do not let other salesmen's "strikes" disconcert you. Circumstances and opportunity are largely responsible for them, not ability, and they tend to disturb rather than promote the steady average and advance, which form the surest basis of promotion to positions of trust and responsibility. Do not under-rate the value of good language and a wide general vocabulary. Doubtless business calls would savor more strongly of social courtesy if conversation was carried on with less brevity, owing largely to a paucity of fluent expression. A halting demonstration for lack of ready means of expression is a tremendously nervous thing to listen to, and no man will think the less of you for any exhibition of knowledge, provided it is easy and natural, and tendered with the assumption of his ability to understand as much and a little more than you have to offer.

Probably the most important factor in the making of impression is the human voice, regarding which and its handling I have seen very little or nothing that I can remember in print. My most valuable lessons from other salesmen were learned concerning the use of this organ, and the character and desirability of the effects produced. The laugh is a thing to be carefully used, never very plentifully and always quietly. The boisterous laugh is like the loud sneeze or nose-blowing, unpardonable. I know of one salesman whose laugh is his principal stock in trade, short, light but hearty, and full of good nature.

He is wofully lacking in technical knowledge of his line, but laughs himself out of the tight places. I know of another salesman who is fairly well posted on argument for discussion, but his boyish, inane, inopportune laughter kills any effect he may have produced. Vacuous and superficial as it is, it imparts the same effect to his conversation.

On the other hand, the smile can be more generally employed to the extent of looking pleasant, animated and interested. One of the meanest men I ever knew passed for a clever, jovial and heartily good fellow because when speaking or spoken to, his face lighted up with a smile. Of course the smirk, which is artificial, and the grin which is foolish, are to be carefully avoided, but it never comes amiss to look pleasantly interested and attentive. If you are receiving an order, it is the way you should look; if you are being turned down it covers disappointment and paves the way for better luck next time. If listening to favorable remarks regarding your competitor's line and disparaging comparisons against your own, it shows that you are neither "scared" nor "rattled," but confident of your ability to "get back" when the opportunity arrives. "Laugh and the world laughs with you," and while a twinkling eye may not be "A soft answer" it may prove the "Ounce of prevention."

ELOCUTION.

I cannot emphasize too strongly a slow, easy and dignified delivery, under all circumstances, even when requested to be brief. It gives the speaker time to weigh and select his words with care, it calms down the listener, and tends to put him at ease regarding several matters. First, he feels that you are not going to rush things and push for an order without full and free consideration of your proposition. Second, he understands that you consider your offering of too much consequence to be given anything but a careful and thorough presentation. Third, he recognizes the fact that what you do, you will do thoroughly and well, and are willing to come again to finish the job. More than once a refusal to talk, courteously received, serves to open up a conversation, because the fact is established that it will not be a trying and vexatious task to get rid of the salesman at the desired moment.

The most effective and accomplished user of slow speech I have known was the junior partner of a large and high-toned concern of jewelers and silversmiths, who never failed to make the buyer feel that his case would be threshed out to the very bottom until satisfaction was secured, no matter what the time required for the purpose, and with this habit, which was natural with him, he coupled the feature of avoiding the set phrases; coming directly to the business point such as "What would you like?" "Are you waited on?" "What can I do for you?" etc., with a greeting and inquiry as to health if personally acquainted, or otherwise with some impersonal remark about the weather, thus creating an opening of a social nature for the statement of the business to be transacted, removing all impression of hurry or pressure, and imparting a restfulness which was simply refreshing and delightful.

In another salesman I have studied with much interest and profit his manner of "nursing" a prospective customer, with a pleasant tone, coupled with a change of modulation and an interested and responsive manner. A monotone is exceedingly tiresome, and while a man with a harsh and unmusical voice is handicapped, he can quiet it down, and change its pitch at will, with very gratifying results. Let anyone see and feel the influence of the voice of the orator whether in political argument, eulogistic delivery, or scriptural reading, and he realizes how greatly the cultivation of the use of the vocal organs has been neglected.

In connection with the voice and its uses, do not overlook the value and importance of good language and a wide vocabulary. As I have previously intimated, it is the business of the salesman to find out the peculiar points of merit of his article, and especially where they differ from competing lines, and emphasize and display these special features as the principal desideratum in that entire class of product. This may require no little repetition to convince, and the English language is the most fertile medium of expression extant for saying the same thing in different ways. You can drive your nail home and clinch it without boring, by striking at the same point from different directions, and the "good talker" that every-

body likes to listen to, is the easy talker, who never lacks, halts or stumbles for the right word at the right time.

EDUCATION.

It is the mistake of bright and clever salesmen who were made so by having their own living to earn at so early an age that many educational advantages were denied them, to belittle the value or necessity of education in the attractive presentation of a proposition, and to deprecate the use of good language, or perhaps a little better, as being beyond the understanding of the average listener. Now no man will take offense at being given the very best you have to offer, and the use of good language in dealing with him implies that you consider it common to him and is an implied and delicate compliment. The man in the office has more time for reading and study than the man on the road, and certainly it is a grave mistake to create the impression ever so little in the mind of the buyer, that you are approaching him from a height a trifle above rather than "on the level."

Nothing is ever lost by showing proper respect to the man for the position he occupies, and the fact must be recognized that the patronage is to come from the buying side and not from the selling. The "good language" to which I refer is hardly the product of the grammar or the dictionary, but can be obtained from the work of those whose business it is to handle language to the best possible advantage, and with the greatest effect. The addresses of our leading orators, and the works of standard authors are within the reach of every salesman, and if he will even give some of the time to the editorial pages of the foremost papers in that respect, which he now bestows on the criminal records and sporting news, the result will be gratifying from a business standpoint.

HEALTH.

And finally from the standpoint of health, it is no more than common honesty that a salesman should bring his best physical and mental powers to business every morning of every day in the year and without dwelling on the temptations of the hotel menu, the lonesome evening, the social and convivial requirements of business relationship, etc., with the advantages of the "Simple Life." I will only state in general that the foundations of good health are good digestion and good circulation. A glass of hot water for the former, and a short and simple set of exercises for the latter every morning will produce marvelous effects. In speaking of results obtained from these simple means, a physician remarked, "That is the only real way to doctor, but people won't do it." "He that controlleth himself is greater than he that taketh a city."—Selah.

System for the Retailer

By JOHN A. MANSON

Article No. 2—Freight and Cartage

This is one of a series of articles we have arranged to publish for the benefit of retailers, contributed by Mr. Manson, who is a Director of the New England Hardware Dealers' Association.

IN MANY lines of business freight will average nearly five per cent of cost of goods purchased. Many of the goods are bought delivered and freight charged back to concerns from whom purchased, some of the goods come prepaid, while on the other hand some important lines, on which freight is about ten per cent of cost, are bought f. o. b. factory, consequently freight on goods is not expense, but additional cost. Likewise is cartage and cost of goods is certainly what cost is laid in place of business. Most merchants find it more economical to have their freight drawn by cartage concerns,

rather than to draw it themselves. In many places such cartage concerns pay the freight bills and draw all odd lots of goods for about 50 cents a ton and car lots for 40 cents a ton. It is certainly a convenience to have some such arrangement and settlements made monthly and payments occasionally made on account if freight is coming in rapidly.

The following illustration of page from Freight and Cartage Record shows how freight received is recorded. The goods, together with freight bill, are brought to place of business and the person who receives the freight checks the number of pieces with the freight bill and signs it, after noting in Freight and Cartage Record, the date received, the number of pieces, the route on which received, the shipper, the weight and the freight charges. The person who checks invoices notes his name in Freight and Cartage Record and on each invoice records the date goods were received, the weight of the shipment, the amount of freight charges, or if goods were prepaid. At the end of the month the freight bills are all checked up with the freight and cartage record and account then figured and settled accordingly. As weights of shipments and freight charges have been noted on invoices, it is the work of person who makes final verification of such invoices to see that all freight charges are correct.

The same illustration of page from Freight and Cartage Record shows final figures and settlement with cartage concern:

SHIPPING RECORD

Date		What	Route	Shipper	Weight	Cartage	Freight	Checked
March 3	8	Cases Hardware	C.V.R.R.	P.+F. Corbin	8 00	20	2 40	King
5	4	Cases Files	R.R.R.	G.+H. Barnett	5 40	14	1 80	"
5	4	Bales Belting	C.V.R.R.	Jewell Belting Co.	4 80	12	1 60	"
6	10	Bales Cotton Waste	R.R.R.	Bristol Mfg. Co.	12 00	30	Prepaid	"
7	25	Rolls D'd'g Felt	C.V.R.R.	N.C.T.+ Co.	13 00	33	3 40	"
7	50	Rolls Wire Netting	C.T Co.	Wright Wire Co.	18 00	45	3 96	"
7	30	Bdles Shovels	C.T. Co.	King Shovel Co.	14 00	35	3 75	"
10	6	Boxes Babbitt	C.V.R.R.	Hoyt Metal Co.	3 00	08	90	"
10	300	Kegs Wire Nails (1car)	R.R.R.	Pittsburgh Steel Co.	300 00	6 00	54 00	"
13	20	Bdles Corner Bead	C.V.R.R.	D.M. Corner Co.	2 80	07	87	"
13	40	Cases Paint	R.R.R.	P.S.Co.	36 00	90	11 20	"
15	2	Cases Oars	C.T. Co.	N.Y. B.O. Co.	4 40	11	2 10	"
17	200	Rolls Fencing (1car)	R.R.R.	Pittsburgh Steel Co	320 00	6 40	76 80	"
20	2	Boxes Tools	C.V.R.R.	S.L.+R. Co.	2 00	05	68	"
20	6	Cases Butts	C.V.R.R.	Stanley Works	5 80	17	1 72	"
24	3	Bales Twine	C.T. Co.	Travers Bros.	2 40	06	68	"
24	4	Cases Screws	C.V.R.R.	Corbin Scw. Corp.	4 00	10	1 10	"
27	2	Brls Glue	R.R.R	R.J. Wadell Co.	3 60	09	88	"
						$15 92	167 84	
				Cartage			15 92	
							$183 76	

Rate Car 40¢ Ton
Rate less than Car 50¢ Ton

3/10 Paid M. Collings+Co on a/c $60.00
3/17 - - - - 90.00
3/30 - - - to Balance 33.76
$183.76

Between Scylla and Charybdis, or The Credit Man's Side

By ORRIN L. GRIDLEY

An article written partly to convince the reader that the credit man also has his troubles and that the traveling salesman is not always a being in whom implicit confidence may be reposed. The unfortunate credit man damages his reputation both when he turns down an order and the customer doesn't fail but places it somewhere else, and when he accepts an order with financial loss as the result

A YEAR or so ago, in the Saturday Evening Post, in some very interesting chapters, a Mr. Crewdson gave his readers some realistic pictures of the life of the traveling salesman, and of some of the arts employed to secure orders from unwilling customers.

Several weeks afterwards he gave a supplementary chapter showing how the efforts of the salesman were handicapped and sometimes nullified by the methods of the credit man of the house which he represented.

If I remember correctly, the credit man whose short-comings were shown up by Mr. Crewdson was a young man whose errors were doubtless due to his lack of experience, for if there is any position where experience will come in play it is in this very one. Just as the physician who has years of practice behind him will see at a glance symptoms that the young doctor had wholly failed to notice—ones that are vital to the case, the very life of the patient depending on their consideration—so with the experienced credit man, he will notice danger signals that will entirely escape the observation of the younger man.

But as is usually true in any case, there are two sides to this question—the side of the credit man as well as that of the salesman; and having been a credit man for several years, I propose to give a few observations showing his side of the matter to make clear that he does not always deserve all the approbrium that is put upon him.

In the first place, the credit man is under fire from three sides—three sides, mind you—these being the executive head (or heads) of the house, the traveling men, and the customers.

THE SENIOR MEMBER INTERFERES.

The senior member of the firm is apt to come around to your desk and say, "How is it about Adams? I notice that he owes us $1,500, and hasn't paid us a dollar in three months." You explain that he has a contract with the government that is nearly completed, and as soon as it is done he will get his pay, and just as soon as he receives it he will pay us. "How about Barton—why don't you make him pay?" You explain that you have taken security on a piece of real estate (which Barton acknowledges he never should have bought), but that he has made arrangements to sell it, and that we will have our money from the proceeds of the sale in a very few days.

"What's the matter with Cass—why don't he pay? No money in over two months." The matter with Cass is that he has been very sick, not having been out of the house for six weeks, but that he is now nearly well again and soon will be able to do something for us. And so it goes on down the alphabet. When he gets to Morse you have to acknowledge that he is a pretty tough proposition, and that you are afraid that his case will turn out a bad debt.

THE TRAVELING MAN COMPLAINS.

Then the first thing you know the traveling man will give you a broadside. He will go to the heads of the firm and complain that you have "turned down" Wheeler & Green's order because they are a little slow, and proceed to air his views after this manner: "If your man Jones (yourself) hasn't any more sense than to shut down on these people you had better get someone for a credit man who has; why, they are perfectly good, their customers are nearly all good farmers who are too

busy to come to town, and who have not sold their wheat yet. Just let them alone, sell them all the goods you can, and they'll pay all right in a few weeks," and so on, while their open account is past due and you have an unpaid note in the safe which they want to renew.

THE CUSTOMER WANTS TIME.

And then there is the customer himself. After forbearance has ceased to be a virtue he will beg off and beg off with excuses which have little for a foundation except his own imagination; and stave you off with promises that he has little or no intention of keeping. And then, to crown all, just as likely as not he will go to the head of the firm and complain of the way he has been treated and tell him that if they want him to pay they "had better get someone else to look after the collection of their accounts."

It has been said many a time that as the salesman comes in close touch with the customer, and is consequently familiar with his conditions and surroundings, that he is well qualified to judge as to his credit, whether he is to be carried or not and to what extent. This is probably true in the majority of cases, but many times it is not. The trouble is that the salesman allows himself to be influenced by his desire to make sales. In a large portion, if not the greater number, of jobbing houses the salesman's wages depend on the amount of his sales or the amount of profit accruing to the house from them. He is usually paid a fixed sum, all over that depending on the volume of business which he sends in. So it sometimes happens that the salesman will conceal and fail to report a customer's true condition, even when known to him, for fear his orders will not be filled. Take the case of E. P. Barrows, for instance.

THE SALESMAN CONCEALS FACTS.

Barrows was doing a good business in one of the growing cities of North Dakota and paying his bills as they became due. After a while he began to drag, then took to settling his account by notes. These he managed to pay for some months as they matured, then he would let one of them go by every once in a while. When spoken to about him the salesman who went there always stood up for him, giving one reason after another for Barrows' failure to pay better, but always getting a good, large order every trip.

Finally, one day Barrows wrote a letter to the firm saying that he fully realized how slow he had been, but said that his time had been so occupied by politics that he had not been able to give the attention to his business which rightfully belonged to it; but that he had "got there," to use his own expression (been elected), and from that time on he would take hold and soon have things in better shape. This was somewhat reassuring, and things went on; but, as a matter of fact, it was only a few months before he made a complete and disastrous failure, causing a loss of several thousand dollars to the firm who had been carrying him. It then transpired that the salesman in question had known all the time of Barrows' true condition and had deliberately concealed his knowledge of it from the house in order that his sales might be increased and his salary increased in the same proportion. It is hardly necessary to add that he was peremptorily discharged and another man put on his route.

And so this all goes to show that implicit confidence cannot always be placed in the salesman's opinions, nor should the difficulties he sometimes lays in the credit man's already thorny path be under-estimated.

I will now bring this article to a close by relating a little incident which goes to show more clearly still, perhaps, the uncertainties, if not the perplexities, which sometimes beset the credit man.

James L. Horton was doing a little business on Washington street and wanted to run a small account. I sent inquiries to each of the two leading commercial agencies as to his standing, etc. The response first received gave him a fine send-off, and judging from the tenor of the report he would prove to be a desirable customer, one that we would be glad to have on our books. But when the report from the other agency was received a far different picture was presented. In fact, it was directly the opposite of the other, as different as black is from white. The man was in very poor shape. To trust or not to trust! Yes, that was the question before the house. After giving the two reports due consideration, it was decided to take the safe side and to decline the account. In the course of a month or so Horton failed and went out of business.

Co-operative Collections by Merchants' Associations

A means for reducing the risk attendant upon the conduct of a retail credit business.

THE value of co-operative effort in the handling of retail credits is more fully recognized today than ever before, and more and more of the retail merchants of our smaller towns are taking advantage of this means of keeping the matter of collections in hand. There is some sentiment against making public the details of one's business, but when the method is thoroughly understood this sentiment disappears. The co-operative collection agency has two points of advantage: It makes collections which would otherwise be impossible and it prevents credits which would surely become bad debts. A description of a typical system of this sort will be of interest, and for this purpose we will choose the system operated by the Business Men's Association of Sayre, Pa. Sayre is a thriving commercial and manufacturing town of 8,000 inhabitants and because of the nature of the industries operated there credit is a necessary evil—if evil it is to be considered. There are the usual number of people in Sayre who fail to pay their debts promptly, but thanks to the Business Men's Association there are fewer losses to report and many who would elsewhere fail to pay at all are there paying their bills promptly or are paying cash.

The first step in the collection and prevention system is the placing of past due bills in the hands of the association for collection. Of course this is not done where there is a disposition to pay or until the ordinary means of collection have been exhausted. At the association's office there is kept a collection register in which the accounts sent in by each merchant are recorded.

A ledger account is opened with each debtor and a record is made of the following items: Name, occupation, address, amount, date of bill, date of letters sent. There are columns provided for dates and amounts of payments and for "remarks." In this column are entered any promises made by the debtor and any information which is pertinent, either in connection with the account itself or as a guide to future action as to credit.

Upon the listing of an account with the association a letter is sent to the debtor reading thus: "Your account with..... .....has been placed with the Business Men's Association for collection. Amount, $..... Kindly give it your prompt attention."

Failing a response to this letter another is sent reading thus: "We again call your attention to your account of $....., with ....., which has been placed with this association for collection. Not receiving any response to our former communication we presume that you have not given the matter due consideration. If you cannot pay the sum all at once come in and make arrangements mutually satisfactory. Thus we shall be able to keep your name off the monthly report."

If the debtor still ignores the matter the following letter is sent:

"Your account with ....., amounting to $....., has not been settled. Can you afford to risk the loss of your reputation and credit by still neglecting to pay this debt? At the expiration of .....days, without further notice, this account remaining unsettled and no satisfactory arrangement having been made in reference thereto, this association will be under the necessity of using other means of effecting a collection. We shall also report the matter to every member of the association and to the associations in Athens and Waverly." (The latter towns, it may be stated, are near by.)

This notice, in spite of the fact that further notice is not due, is followed by this last appeal—or threat, according to how it may be viewed:

"There still remain on the books of this department unsettled claims to the amount of....., of which you have had repeated notices. As we are determined to close these old accounts we give you one more opportunity to call at this office and either settle or arrange for payment of the above. The fault will be your own if no attention is paid to this letter by you, and we shall take such action as we may deem legal to realize the largest amount possible for the benefit of the creditor. Your attention to this letter within.....days will save you further trouble and costs."

If these letters are productive of no result the debtor is placed on the "delinquent list." This list is published from time to time and is circulated among the members of the association. As a rule the debtor will pay or compromise the matter as he has no relish for being branded as not worthy of trust. Legal measures are taken on occasion, of course, and as a result of the plan but few bad accounts are found on the books at the end of the year. Of course the true way to avoid bad debts is to refuse to trust those who will not pay, and when forewarned as to the standing of those on this "delinquent list" there is little excuse for the merchant who will extend credit. It is an easy matter to organize an association of this character and the expense is trifling, so there is no reason why every town and city should not get in line. Such a method as this is no hardship to those who pay their bills and the other sort are not deserving of consideration.

Directors

THE failure of the Real Estate Trust Company of Philadelphia, was due to the irregularities of a president who has committed suicide, and to the negligence of directors who did not know what the president was doing, and took no pains to find out.

If we are to continue to do business by means of corporations, it is imperatively necessary that there shall be honest and faithful directors. The weakest link of the whole company system is exactly where it should be the strongest, namely, the board of directors.

Is there any way to provide by law for faithful directorship? Not entirely; but certainly something might be done in that direction. In the absence of other suggestions, the following recommendations are made, for criticism is of little avail that does not propose something better than that complained of.

1. Limit the number of directors.
2. Increase their responsibility, individual and collective, financial and legal.
3. Provide for adequate salaries for directors, so as to pay for the increased responsibility, and remove temptation for criminal profits.
4. Abolish executive and finance committees, so that every important question would be passed upon by every director.
5. Make directors criminally, as well as financially, liable for every form of wrongful use of other people's money.
6. Prohibit directors from acting in dual capacities, from selling to the companies they serve, and from serving in competing corporations.

These reforms would not, of course, prevent all wrong, nor would they bring about a corporation millenium; but they would go very far toward removing the evil of "directors who do not direct."—*The Wall Street Journal.*



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How to Make Commercial Motor Cars Pay

By E. RALPH ESTEP

The fifth of a series of interesting articles designed to familiarize business men with the possibilities of commercial motors, and to impart information that will enable users of these vehicles to obtain from them the best results.

STUDY the traffic first; then study the car. Intelligent buying of commercial vehicles is 75 per cent of success in their usage. To buy intelligently one must know for what he is buying. Mere knowledge of motor car construction is a detail. There may be certain forms of business hauling to which just now commercial motor wagons are not profitably adapted. To find out about this is more important than to find out about the mechanical excellence of a car. There may be some business of small light deliveries in which a motor car would be bound to be unprofitable by being of too great capacity. Perhaps this business should have only a motor tricycle with a parcel carrier. Perhaps some establishments needing considerable load capacity have not enough of heavy hauling to keep busy a car of the size required to do the work. This is a situation that is common. The only way power wagons can be made to pay in such cases is by co-operation among several houses whereby one car may be kept at full service all the time, and thus, while operating at a con-



Chuck It

If you have been wearing an ugly mask put it away and let your friends enjoy seeing the *real* person now and then, at least. A physician describes some of the effects of coffee thus :

"In some cases the skin becomes sallow and more sensative to cold; digestion is impaired; appetite gradually wanes; sleep is obtained with difficulty and does not refresh the individual; liver and kindred complaints occur and a kind of joylessness that throws a dark shade all over God's lovely nature."

It is easy to lay aside the "Coffee face" if well-made

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is used instead of ordinary coffee.

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siderable total cost would furnish exceptionally cheap transportation for the respective individual users.

There is also to be considered carefully the business which is too large so far as its traffic is concerned to attempt the use of vehicles easily obtainable. However, in any kind of business, the fact that it may work. It is just to the motor vehicle to meet it half way.

TO MAKE COMMERCIAL MOTORS PAY.

In adapting traffic it should always be remembered that motor service makes economy by efficiency, not by inherent cheapness. To make a power vehicle pay keep its wheels turning steadily in regular



seem difficult and almost impossible to find vehicles that will fit the service, should not deter the aspiring user from study of the situation. New forms of power vehicles are appearing rapidly. Demand will create more. Then, too, it is easily possible in most traffic to find features in the traffic itself which may be re-adapted to suit motor vehicles of present type. Traffic is by long-standing methods evolved and developed to meet the peculiarities of horse work. It requires systematized work as well as an excellent wagon to accomplish this result. Wherever machinery is applied to work previously done by less efficient methods new system must be created to keep the machinery busy. Mechanical power that is idle half of the time and overloaded the other half is expensive.

Presuming a traffic system and a vehicle that have been adapted to each other the next consideration of importance is or-

After we have heard a man talk, it doesn't make so much difference what kind of clothes he wears.

After we have read a letter, it doesn't make so much difference what sort of paper it is written upon.

But, as we see the man before we hear him, and the paper before we read the letter, it behooves the caller to give care to his dress, and the correspondent thought to his stationery. Use

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ganization whereby the theory of economical traffic may be put into practice. In a small, say a one-vehicle, service organization is simple but equally as necessary as in a complex service. Especially at the beginning is it required that the organization be efficient in handling detail. The system may be carefully evolved but practice may show mistakes in it. Careful attention to detail in the service will suggest changes quickly tending toward future



economy. The user who gives no attention to detail learns there have been mistakes, but does not learn what they are. He loses money finding out.

CONCERNING DRIVERS.

An essential part of organization is the obtaining of good men. The driver of a commercial car is a factor that must be carefully considered. The first requirement in him is honesty. The country is full of half-educated motor vehicle drivers who imagine the automobile industry to be a joke. They drive commercial vehicles if they cannot get positions driving pleasure cars. They apply pleasure car methods to business wagon handling. If unto their insincerity of purpose they add dishonesty their employer is in a dangerous position.

About a year ago a western user of a business motor wagon complained to the maker of the vehicle that the service was expensive beyond reasonable limits and that the service was inefficient. The maker was surprised and sent a man to "shadow" the vehicle before openly considering the situation. The "detective" found that in addition to handling the vehicle roughly and without proper care he was actually dishonest. Each morning he would drive out with a full load for delivery, unload it at a convenient point, drive across town, and pick up a load of delivery from a business house which paid him personally for the service. This load he would deliver and then return for his original load. Of course he would then be away from his employer's warehouse so long that he would excuse the delay by blaming the car. The driver was arraigned, discharged and his successor made the service profitable.

THE COMMERCIAL MOTOR STABLE.

In the stabling of the vehicle the organization of the system must include arrangements for proper care. This care should be given the wagon when its day's work is over, not just before it commences.

If washing, lubrication, fuel replenishing, charging in the case of an electric, and any items of constant attention are left until morning they will be slighted or disregarded. In limited service where the driver does this inside work it is almost necessary that he be a man who understands the car mechanically. He need not be a factory expert. He must be a conscientious man who has been carefully taught to handle his vehicle. It is easier to teach an honest, hardworking man used to handling vehicles on crowded streets how to take care of the vehicle than it is to teach a mechanic how to drive conservatively in congested street traffic.

Repairs are difficult in accomplishment cheaply. A one or two-vehicle service cannot include a machine shop and special mechanics. It should, however, comprehend a well-ordered stable equipped carefully for washing and other work of general attention to the vehicle. It should be kept clean and be rigged with a bench with tools for simple work. Many expenses in motor vehicle usage are due to lack of knowledge of what to do rather than to the extent of repairs. When machine work and parts replacement are necessary by reason of actual breakdown the buying of such work should be done by trustworthy people and not by or at the mere suggestion of a driver who



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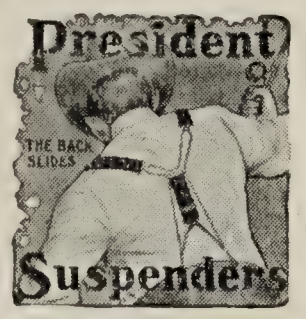
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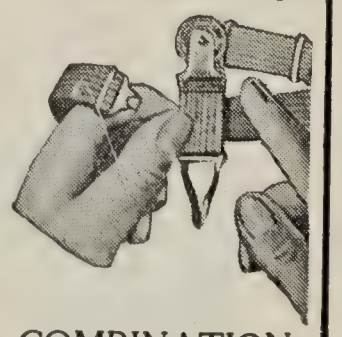
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may be in a position to obtain commissions on purchases of the kind.

STATISTICS ARE IMPORTANT.

It is desirable to establish a system of daily reports on the service of the vehicle. These ought to be extensive, complete and made on special printed forms, so that the information contained in them is easily apparent and in shape to be tabulated and compared. There should be noted on the report the time the vehicle leaves the barn in the morning; the times during which it runs respectively empty and loaded; the mileage on each run; the weights of the loads; duration of stops and causes in cases of trouble with the vehicle or on account of other unusual delay; the time spent in work on the vehicle in the barn; the character of the work; all moneys spent on repairs; the amount and cost of lubricating oils and fuel used each day; the electric current consumed in the case of electric vehicles, and comment or suggestions by the driver on the general service.

If the service is systematically and intelligently installed and organized then the one who installs it must first and all the time remember that a power commercial vehicle is not an automobile in the popular acceptance of the word. The business wagon bears no more relation to the pleasure motor car than does the horse drawn coal truck to milady's dog cart. In operating the one it must not be confused with the other. Make the commercial vehicle pay by operating it as a serious piece of machinery, not as a highway innovation.

Convention of the National Business Teachers' Association

WE have received the following notice to the members of the National Business Teachers' Association, and have pleasure in publishing same:

LAST CALL TO THE FEDERATION.

FELLOW TEACHERS: I trust that you are making your arrangements to attend the Association at Cleveland. Everything indicates that the next meeting will be the largest and best in the history of the Federation. The committees are busy shaping up the details. Excellent hotel accommodations at moderate rates have been secured at Hotel Euclid, and transportation at reduced rates has been arranged for on all railroads. The Association publishes in book form a detailed report of the proceedings, which contains much valuable information. The last report contained about two hundred and fifty pages, was well edited and profusely illustrated. Every member of the Association is entitled to one copy free. The regular membership fee is $2. If you cannot possibly arrange to attend, then do the next best thing,—send your enrollment fee to the secretary of one of the sections, and you will receive the report of the entire proceedings. This, of course, should be the last resort. Your presence and co-operation is earnestly solicited. If you are interested in the Business Teachers' Association send your enrollment fee to C. W. Benton, Secretary-Treasurer, Valparaiso, Ind.

Hoping to greet you at the Association, I am,

Fraternally yours,

W. S. ASHBY,

President Business Teachers' Association.

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Loose Leaf System in a Tobacco Warehouse

BY W. H. DRAUGHON.

WHILE probably only a small per cent of the readers of this journal will be directly interested in tobacco warehouse accounting, yet the system described in this article affords such an opportunity for illustrating the wonderful versatility of the loose leaf system, that it should be of interest to everyone who is looking for the best method of making office records.

The farmers of the dark tobacco district deliver their crops of cured tobacco to the prizing houses, where it is classified and compressed into hogsheads weighing from 1,200 to 1,900 pounds. The hogsheads are then hauled or shipped to a warehouse to be sold for the account of the farmer. A single hogshead sometimes contains tobacco belonging to five or six farmers, and one man may have tobacco in quite a number of hogsheads. This complication arises from the necessity of classifying the tobacco so that all the contents of any one hogshead will be of the same grade and color throughout.

Of course, an accurate record of each hogshead must be kept, showing its history in detail from the time it is rolled into the warehouse until it is sold and shipped, and the charges on it must be properly distributed among the farmers who have tobacco in it.

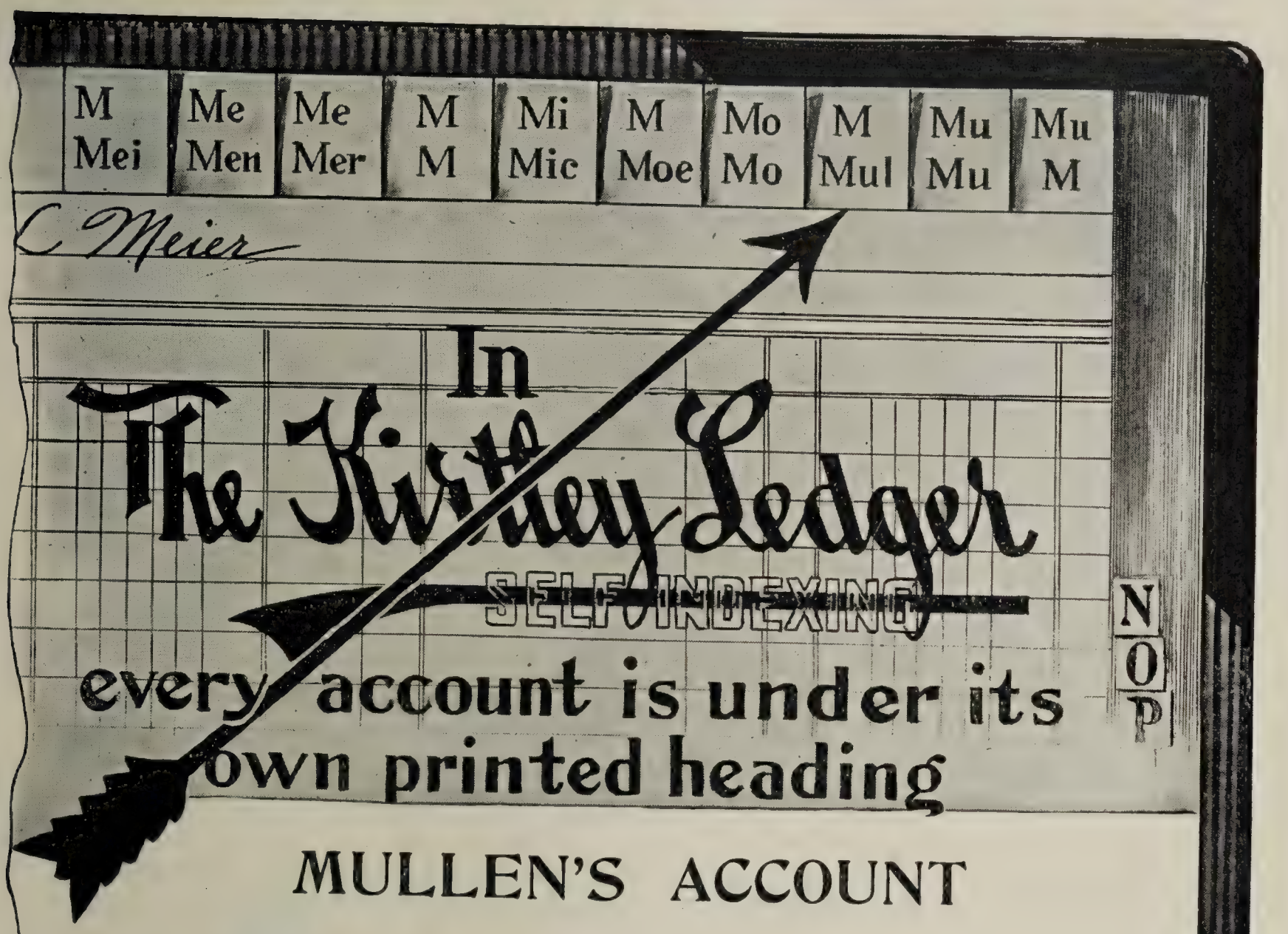
In warehouses where bound books are used this record is kept in a set of books, usually four in number. First, the receiving clerk enters the hogshead in the "receiving book," recording the name of the prizing house from which the hogshead is received and the marks on the head of the hogshead including the prizer's serial number. A warehouse serial number is then marked on the hogshead and entered in the receiving book. These entries are posted to another book in which all hogsheads coming from the same prizer are assembled on a page under his name, and arranged according to his serial number of each hogshead. This is for the purpose of locating each hogshead when the prizer sends in numbered "type samples" of the tobacco in each hogshead together with a list showing weight of each farmer's tobacco. Then there is another book called the "inspection book" in which is recorded the information relative to breaking open the hogsheads, sampling, etc. It is also necessary to have still another book in which to assemble from the inspection book certain information regarding "resampling." Thus it will be seen that the history of each hogshead is "strung out" through four books, each of which is absolutely indispensable so long as sewed books are used. In copying and transferring from one book to another a vast amount of tedious work is involved and there is always the possibility of error at each step.

SUPERIORITY OF LOOSE-LEAF RECORDS.

With a loose leaf system, it is entirely different. The accompanying illustration shows the form printed on the sheets of an improved Loose Leaf Warehouse Record. The size of the sheets is 5x8 inches. One sheet is devoted to each hogshead, and, when completed, will contain in compact form a perfect history of the hogshead which can be read at a glance—much easier and quicker and better than tracing the entries back through four scattered books.

The first entry on these blank sheets is made by the receiving clerk. He has on his desk a binder in which a supply of the blank leaves are placed. As the hogsheads are received, he records, in the blanks provided at the right hand end of the sheet, all the data which serve to identify the hogshead. It will be noticed that this information is on the outer edge of the sheet when held in the binder, so that it can be noted at a glance while "flipping" the leaves through the fingers.

At the close of each day the sheets that



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Before you purchase your new ledger for 1907 send for portfolio of KIRTLEY loose-leaf or bound sheets (state which).

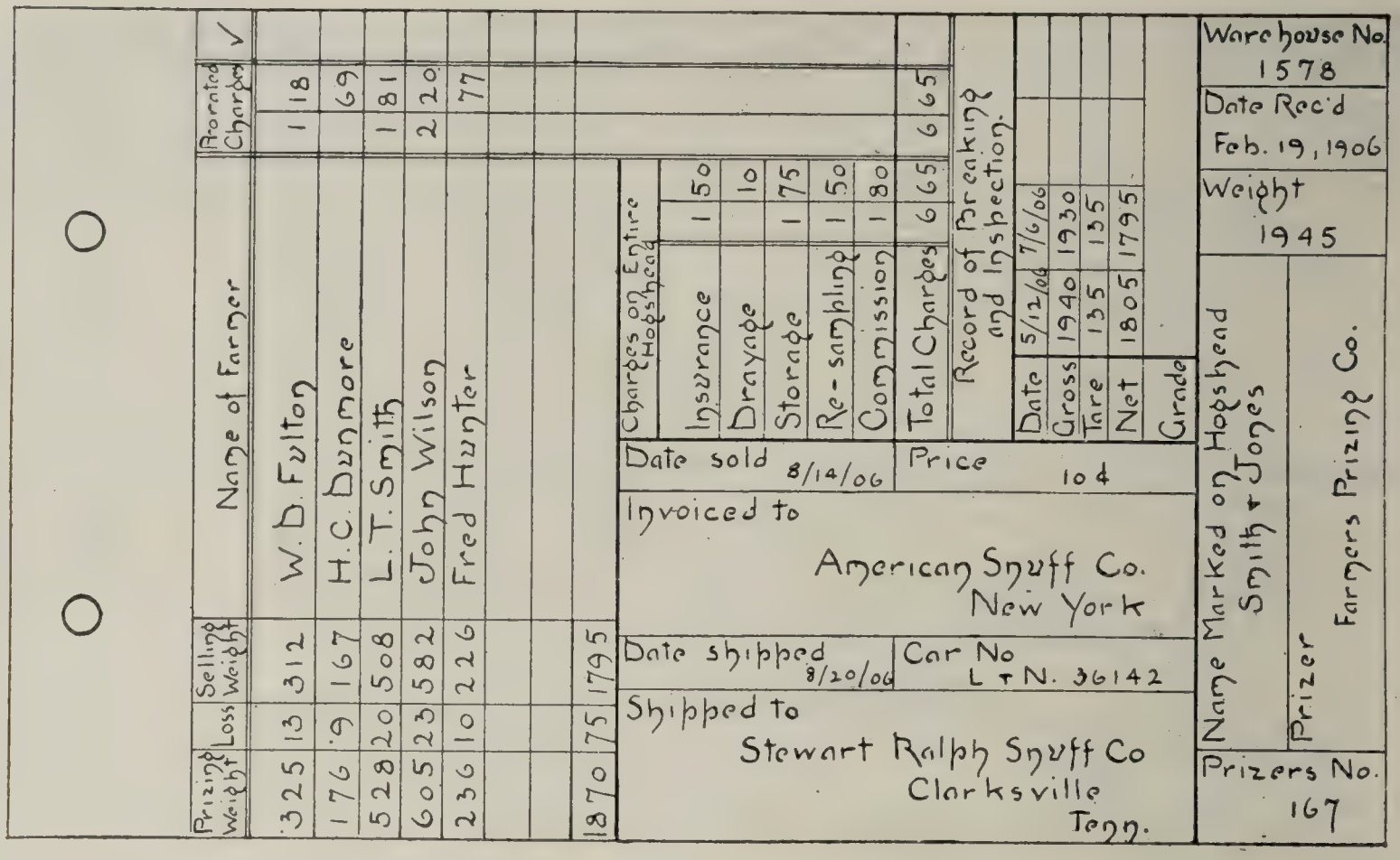
Compare the KIRTLEY with your 1906 ledger. That is all we ask. You will see that *the Kirtley will pay for itself in six months,* by saving your book-keeper's time—it will help him to prevent mistakes.

More than 100 varieties of the KIRTLEY SELF-INDEXING LEDGERS are now made in form and size, to suit any line of business. Send for the portfolio of sheets TO-DAY.

Address Department B

The Hugh Stephens Printing Co.
JEFFERSON CITY, MO.

L

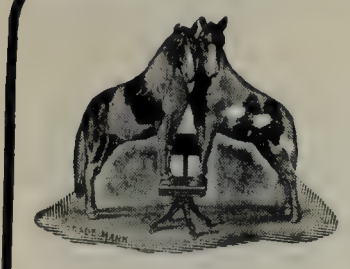


have been started by the receiving clerk are taken out of his binder and carried into the office where they are arranged in the "prizer's binder," following the natural sequence of the prizer's number at the lower right hand corner, so that the sheet bearing any given prizer's number may be instantly found. When the prizer sends in his list of farmers having tobacco in his hogshead No. 167, for instance, we turn to the sheet bearing that number (in lower corner) and enter the farmers' names and their respective weights, as shown in the illustration.

After "type samples" have been received from the prizers and re-numbered with the warehouse number, as shown in the upper corner of the same sheet, the sheets are then taken out of the prizer's binder and re-arranged in the inspection binder according to the warehouse number (in upper corner). When a hogshead is "broken" and sampled, the correct sheet is quickly located in the inspection binder by means of the warehouse number, and the date of breaking together with the gross, tare and net weights and the grade are entered. Every sheet will remain in the inspection binder until the corresponding hogshead is sold. It is sometimes necessary to re-open a hogshead and get samples several times before it is finally sold; and each time the corresponding sheet is found and the date and revised weights entered.

When the hogshead is sold, the record is taken out of the inspection binder and filed in the "sales binder," the natural order of the warehouse numbers being maintained. All the remaining items are now entered—such as, itemized charges on the hogshead, pro rata of charges for each farmer, distribution of loss in weight, invoicing and shipping instructions, etc. From these completed records entries are made on the regular warehouse sales book.

In this system all the copying and transferring required under the old method is avoided and about two-thirds of the labor is saved. The binders in which the sheets are kept hold the leaves as securely as if they were sewed in and are as easily handled as an ordinary book; at the same time the construction is such that any leaf may be quickly taken out or a new one inserted without disturbing the other sheets. By having the four binders all conflict in the work of the office employes is avoided. For more convenience, three or four sales binders may be provided and they may then be distributed among as many clerks for figuring charges, making out invoices, etc.



SEE THE PONIES?

THIS TRADE MARK IS FOUND ON EVERY

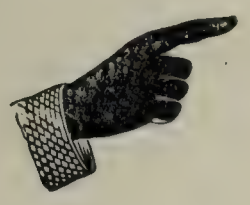


McLOUD

Adjustable Back Chair

We are proud of the PONIES; we are proud of the CHAIR—they represent STRENGTH and COMFORT—A CHAIR FOR EVERY BACK.

LOOK AT THE ADJUSTABLE BACK





THIS IS ONE OF THE POPULAR STYLES

No. 325

OUR CHAIRS ARE PROPERLY NAMED

THE "BACK... RESTERS"

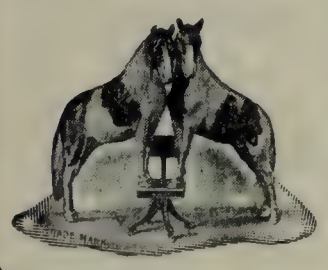
¶ It fits where you want it to fit. It follows your every movement, giving a maximum of comfort.

¶ No backaches; no tired feeling to the persons that uses any one of our forty varieties of chairs.

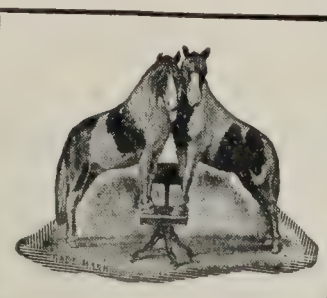
¶ The comfort of the chairs is their strong point—they rest the back—they are especially desirable for the office man, the stenographer, or anyone whose duties require them to sit at their work throughout the day.

¶ We deliver free and guarantee satisfaction, or you are welcome to return them at our expense.

¶ Our catalog is free for the asking, it describes forty different kinds of chairs, all of them *better*.



THE DAVIS CHAIR CO.
MARYSVILLE, OHIO, U. S. A.



Customers' Check in the Shoe Repairing Business

BY C. P. RITMER.

The inclosed system is designed to be used by shoe repairing establishments or can be used by shoe stores who do repairing and wish to keep that department separate. The total sales could be credited to one ledger account and thus keep a distinct record. The form as illustrated hardly needs any explanation and is easily applied without disturbing any other system that may be in use. When a customer leaves shoes to be repaired the kind of work is checked and the amount entered both in the check and in the column at the left of the check. These checks are separated by a perforated line so that they are easily torn off.

Combination Repair Sales Record and Customer's Check

Good Cobbling Co.				Good Cobbling Co.	1
			20	Repairing Patches Remarks Amount .20 Date	
	Good Cobbling Co.			Good Cobbling Co.	2
			75	Repairing Patches Remarks Amount .75 Date	

The Simplest Check Figure

BY JAMES FLETCHER RUARK.

I have used a number of them—check figures—and now I have discarded them all. In my case the individual bookkeeper posts all items relating to customers' ledgers from original entries direct. After he has finished posting a day's work, he takes out the same original sheets and enters them on the statements (current) which are kept in an alphabetical file. If an item happens to be the first debit or credit in the current month, the bookkeeper begins a statement, and so on. The statements are posted up to "last night" the same as the ledgers all the time. At the end of the month, while one bookkeeper is checking items on statements against ledger postings, filling in balances and bringing down new balances on ledger No. 1, ledger No. 2, No. 3, etc., are free to be posted to; then the ledgers are alternated at certain hours of the day, or once a day.

It has proved the best and simplest check, being a reverse posting medium, which makes up the statements for the month current, without extra labor.

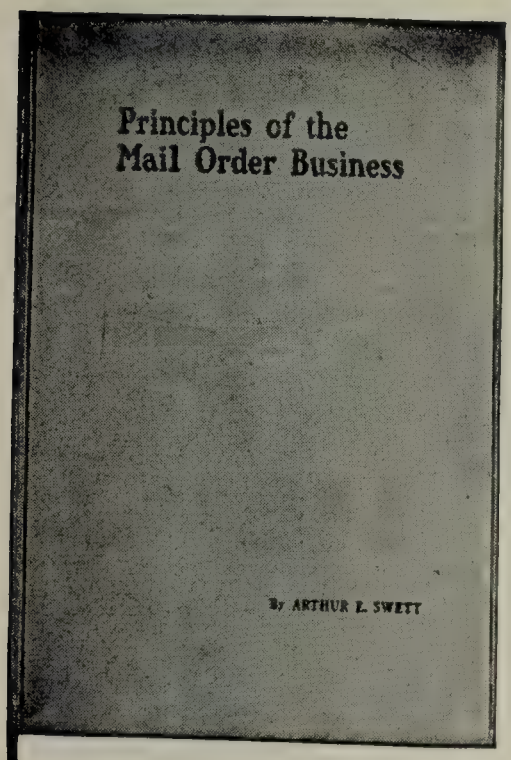
Pay Roll Records

BY F. W. MORTON.

A Loose Leaf Pay Roll form is herewith submitted which will be found very satisfactory for general use and is designed particularly to meet the requirements of factories where it is desired to check the total time with the recapitulation of work tickets.

The time sheet for each week is made up independently and is sent to the cost clerk, who compares each workman's time with that reported as employed on the various jobs. The total of these should agree with the total hours entered on the pay roll, thereby providing an absolute check on the accuracy of the same.

THIS BOOK IS FREE



PRINCIPLES OF THE MAIL ORDER BUSINESS

Is the one book that will teach you all there is to know about the mail order business. Never before has this important subject been fully treated, and put in plain language which can be understood by the novice as well as the experienced mail order man. Every detail is explained at length and fully illustrated. All that you have been taught about the mail order business may be wrong, but this book will show you how you can make an unfailing success of the mail order business, whether you have unlimited capital or only a few dollars to invest. The following partial synopsis of the contents will give some idea of the scope of this wonderful work.

Chapter I. Largely introductory. Shows the great possibilities of the mail order business. How manufacturers can market their goods by this method, either by selling to retailers, smaller mail order dealers, or direct to the public.

Chapter II. The standpoint of the small dealer. How to begin the business as a side-line, acquiring the necessary experience to go in deeper. Ready-print circulars and catalogs. How to keep records by the card index system. How to follow up inquiries.

Chapter III. The catalog business. How the profit is made. The evolution of a mail-order customer. How a customer is secured. The kind of ads. that pull. Amount of money to spend in advertising. How to place it advantageously, etc.

Chapter IV. The follow-up system. Examples of follow-up letters that bring a large percentage of orders.

Chapter V. The class of goods for the man with limited capital. How to grow from cheap goods into a more pretentious class of articles. Examples.

Chapter VI. Selling goods through agents. The right method. Price and profit. Examples of good ads and letters.

Chapter VII. "Hints by the way." Practical experience of a concern that has succeeded where others failed. Three follow-up letters that will prove excellent models for many mail-order dealers.

Chapter VIII. The mail-order medicine business. Inquiries, and how to turn them into orders. The value of testimonials, and how to get them. The price and the profit. The value of a new idea, etc. Examples of good ads and letters.

Chapter IX. Selling medicines through agents. How to get agents and how to keep them. The literature. Selling on consignment and making collections. Three strong letters to agents. This is a long chapter—the subject is fully covered.

Chapter X. Giving satisfaction. Promptness in filling orders. Slack methods and where they lead. The keystone of a successful mail business.

Chapter XI. Legitimate schemes. How to make a big profit and still give satisfaction. Samples of scheme circulars and follow-up letters. An example of a good scheme is given.

Chapter XII. The trust or consignment scheme is gone into fully. The author has had wide experience in this class of business and speaks with full knowledge. The best class of articles and premiums are shown in the light of practical experience. Where to buy at lowest prices. How to get replies at the lowest possible figure. Delinquent creditors. How to keep the percentage of losses down. Examples of dunning letters. Do not go into the trust-scheme business without reading this chapter.

Chapter XIII. Advertising mediums. Importance of buying the right class of circulation. Value of the different monthlies. How to place your ad in papers that will pull.

Chapter XIV. Typographical detail. How space is measured. Display ads. Reading matter ads. A flat rate. Classified ads. Position. How to send copy, etc.

Chapter XV. Postal pointers. What you ought to do and what you ought not to do. Postal regulations and infractions.

Chapter XVI. The future growth of the mail-order business. This class of trade constantly increasing. The impetus given the mail trade by the extension of the Rural Free Delivery. The cumulative results of circular mailing. How to strengthen a good first impression so that an order follows. This chapter shows the way to "key" your ads effectively.

Chapter XVII. "Miscellaneous Schemes." Matrimonial bureaus and their operation. The right class of advertising literature Courses in hypnotism, and the immense profits realized. Palmistry, Astrology and Physical Culture are also given attention. How to start a successful book or subscription business by the mail order method. The books that sell. Valuable points on guessing contests and puzzle offers.

Chapter XVIII. Gives exhaustive consideration to the question of Financial Advertising. How to get mail-orders for investment securities and speculative ventures on margin. Literature and methods. The best mediums to use. Brokers' advertising. The discretionary pool. Get-rich-quick schemes. Real estate advertising. Building and loan societies. Selling mining stocks. Follow-up letters, etc. Three model letters showing the right sort of argument to use.

Chapter XIX. This chapter gives a plan for working up a very profitable business. Small capital is required. Where to get goods that will sell. A number of valuable points for every beginner in the mail-order business.

Chapter XX. Contains a number of letters of mail-order firms (names omitted) who were not succeeding as well as they should, or who had made absolute failures of the business. The reasons for the lack of success.

The Appendix contains the names of manufacturers and jobbers who supply mail-order men with goods, supplies and circulars needed in their business. Full addresses are given.

To Get this Book Free send $1.00 today for a year's subscription to Advertising, edited by Arthur E. Swett. This is the mail-order advertisers' guide—the only monthly magazine devoted to the most important branch of advertising. It has for its contributors the most brilliant and experienced advertising men in the world and every conceivable subject pertaining to advertisment writing, space buying, system, methods, etc., is discussed in a masterly manner at once interesting to the tyro and convincing to the most experienced advertisers—such as: The Chance for the Small Business, Mailing Cards, The Value of Price in Advertising, Why booklets bring business, Doctors and Advertising, The Farmer, the Catalogue, Letters the mainstay of the Proposition, Retail Advertising in the Country, How Country Merchants can draw trade, Employing an Ad Writer, The Advertising Writer and the man who pays him, How and why the Ad Writer gets business, Good Schemes and Bad ones, Continuous Advertising, Inactive Advertising Matter, etc., etc. The man who is studying advertising by correspondence will be interested in **"The Letters of an Advertising Man to His Younger Brother,"** which discusses in a series of heart to heart talks the trials, difficulties and temptations that beset the young advertising writer in learning and following his profession.

This book is a mine to all mail order men and other business men who wish to extend their business. It will give you the requisite knowledge to enter the business intelligently, and with prospect of success. You will receive this book and a year's subscription to Advertising (12 numbers, 2 volumes.)

SEND $1 TO-DAY and take advantage of this great offer, which contains the biggest dollar's worth of advertising instruction advice and information ever offered.

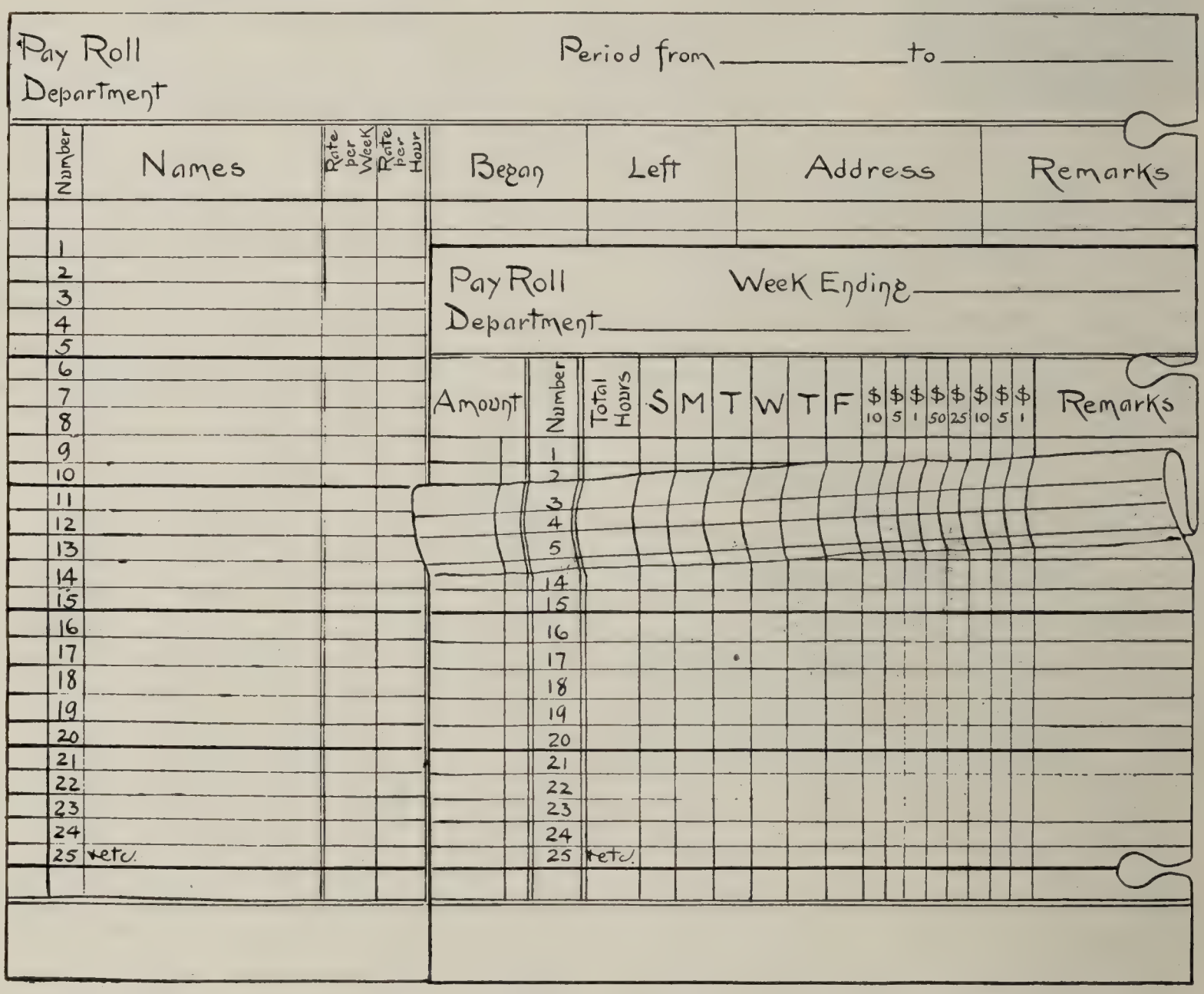
ARTHUR E. SWETT, Royal Insurance Building, Dept. 9, CHICAGO

By having the binding edge on the right, one name sheet is sufficient for several weeks and the time sheets can easily be inserted in the proper place, preparatory to the completion of the pay roll.

A new name sheet can be made out at stated periods or whenever changes in employes render it desirable. The time sheets are allowed to remain in their proper place, week after week, having the most recent one always on the top and when a new name sheet is made out the old one is folded over lengthwise to the same width as the time sheets it covers, and all are filed away in a permanent binder. In factories where a large number of workmen are employed, a separate sheet is used for each department and numbered accordingly.

The distribution of amounts into denominations is a great convenience, as by this means the exact amount required in each denomination may be procured, thereby facilitating the filling of pay envelopes without the probability of a shortage or oversupply of change.

The cross footing of these columns also provides a check on the accuracy of the total footing.



Storage of Household Goods

BY T. HENRY SWEETING,
President Atlas Storage Co.

I notice on page 89 of the July issue of THE BUSINESS MAN'S MAGAZINE an article on storage of household goods. It seems to me that our system is so much superior, as regards accuracy and time saving, that I send a set of our papers. When the goods come in, they are checked by the receiving clerks on the sheets printed in black. The Warehouse Receipt is then made out from this original, and a letter press copy taken, so that if the Warehouse Receipt should be lost, we can furnish an exact



A Powerful Factor In your Choice

You haven't an excuse left. You can select a machine, from our 47 different styles, giving you exactly what you need for the economical handling of your system.

You can save from 30 to 60 per cent in the adding and listing of figures, no matter whether it is the handling of figures of value, or the figures of weight, measure by feet and inches, hours and minutes, tons and hundred weights, dozen and gross, pounds and bushels.

You can handle these figures and, in addition, the dollars and cents figures, too. Any one of these machines can be had hand or electrically operated. Any one can be had in any capacity—with or without fractions, from six columns to fifteen columns of figures.

The Burroughs Bookkeeping Machines you see are more than adding and listing machines, because, with loose leaf methods, you can handle forms up to 18″ in width, both cross-tabulating and column-footing. With such a machine your present system can be shortened, rendered less expensive, and your office force strengthened thirty to sixty per cent.

BURROUGHS ADDING MACHINE CO.
82 Amsterdam Ave.
Detroit, Michigan, U. S. A.

duplicate at any time. By having the names of all articles of furniture printed on the receipt in alphabetical order, one can see at a glance just what the goods consist of. It also keeps a uniformity about the papers, which is very desirable.

NOT NEGOTIABLE

ATLAS STORAGE COMPANY

2029 to 2035 Market Street

Philadelphia.....

Received from .....

the merchandise described hereon to be held on monthly storage from receipt, (subject to the conditions endorsed hereon) and to be delivered only upon return of this receipt and payment of all charges due.

ATLAS STORAGE COMPANY

Per.....

DETAIL INVENTORY OF GOODS ON STORAGE

	Album.		Chairs Rock, Carpet.		Jar.		Signs.
	Andirons.		Chest of Drawers.		Keg.		Sled.
6	Awnings.	1	China Closet.		Kettles.	1	Sofas.
6	Awning Frames.	1	Chiffoniers (cont. unknown).	Lot	Kitchen Utensils.		Stands.
	Axe.		Closet.		Ladders.		Stair Rods (bundles).
1	Baby Carriages.		Clocks.		Ladders, Step.		Stair Pads.
	Bags (contents unknown).		Clothes Hooks.		Lambrequins.		Store Fixtures.
	Bales " "		Clothes Horse.		Lamps		Stoves and Pipe.
	Barrels " "		Clothes Props (bundles).		Lap Boards.		" Gas.
	Banjo	1	Clothes Tree.		Lathe.		" Oil.
	Baskets (empty).		Cots.	1	Lawn Mowers.		Sword.
4	" (contents unknown).		Couch.		Letter Press.		Sweeper.
	Bath Tubs.		Cornices.	1	Lounges.	1	Tables, Ext. and boards.
3	Bedsteads.		Commodes.		Machinery.	4	" Library.
	Bed Slats. (bundles).		Counters.		Marble Slabs.		" Marble Top.
3	Bed Springs.		Crates.		Mats.		" Ironing.
	Benches.		Cribs.	4	Matting (bundles).	1	" Kitchen.
	Bicycles.		Cradle.	4	Mattresses.		" Folding
	Bird Cage.		Crockery.		Mirrors.		Taborettes
1	Blacking Box.		Cupboard.		Music Rack.	2	Tubs.
	Blackboard.		Curtains.		Music Cabinet.		Tanks.
1	Book Cases (cont. unknown).	6	Curtain Poles.		Office Furniture.		Towel Racks.
	Book Shelves.	1	" Stretchers.		Oil Cloth.		Toys.
5	Boxes (contents unknown).		Cuspadore.		Organ.		Tree Holder.
	Bolsters.		Demijohns (cont. unknown).		Oven.	3	Trunks (contents unknown).
	Boards, Pie.	1	Desks.		Packages.		Tray.
	Boards, Ironing.		Divan.		Pails, cov. (cont. unknown).		Tressles.
1	Boilers.		Doll Furniture.		Pails, empty.		Tricycle.
	Books.		Doors.		Paper Boxes.		Type Writers.
	Brackets.		Dress Form.		Pedestal.		Umbrella.
	Bric-a-brac.		Dressing Tables.	1	Piano. #61254		Umbrella Stand.
	Brooms.		Dumb-bells.		Piano Lamp.		Valises (contents unknown).
	Brushes.		Easels.		" Stool.		Vases.
3	Bureaus (contents unknown)		Feather Beds.		" Cover.		Violin.
	Bundles " "		Figures.		Pictures.		Vise.
	Buckets and Cans.		Filters.		Pillows.		Wagon.
	Cabinets.		Fire Screen.		Porch Curtain.		Waiters.
	Camp Chairs and Stools.		Flags.		Press.		Wall Pocket.
8	Carpets (bundles).		Flag Poles.		Quilts.	2	Wardrobes.
	" Wood (bundles).		Flower Stand.		Rake.		Wash Boards.
	Carpet Paper.		Foot Rests.		Refrigerators (cont. unknown)		Washing Machine.
	Carriage.		Folding Bed.		Rugs.	3	Wash Stands.
	Cellar Shelves.	1	Gas Fixtures.		Safe.		Water Coolers.
	Cheval Glass.		Gas Oven.		Saw.		What-Nots.
	Chests (contents unknown)		Group.		Scales.		Wooden Pattern.
	Chests, Ice, " "		Guitar.		Screen Door.		Work Basket.
5	Chairs, Upholstered.		Guns.		Screens.		Wringers.
6	" Cane Seat		Hall Stands.		Scuttles.		Zinc (rolls).
2	" Wooden.		Hampers.		Settee.		Zinc (sheets).
	" Carpet.		Hassocks.		Set China.		
	" Dental.	1	Hat Racks.	1	Sewing Machines. #181291		
	" Folding.		Hobby Horses.		Shades (bundles).		
2	" High.		Hoe.		Shovels.		
8	" Leather.		Horns.		Shelves.		
1	" Morris.		Hose.		Sham-holder.		
2	" Rock, Upholstered.		Ice Cream Freezers.		Show Case.		
4	" " Cane Seat.		Image.	1	Side Board (cont. unknown).		
	" " Wooden.		Indian Clubs.		Sieves.		

CHARGES:

Storage, per month, $5-

Carting, $8-

Packing, $6

Insurance, $1500

ALUMINOID PENS



FOR OFFICE MEN

Here are pens made especially for you. They serve you instantly, smoothly—just firm enough to give the right resistance, they yield to every whim and peculiarity of your style.

Aluminoid pens wear longer than other pens, they wear smoother, they don't clog with ink and corrode like steel pens. You take better care of them, you dislike to throw one away. Below we show five styles, each a perfect tool for its purpose:

No. 3 Bank Ledger—Especially made for banks and counting houses where a clean set of books is a matter of pride.

No. 4 Salomon's Falcon—The best all-around, general utility pen made for the business man.

No. 6 Insurance Writer—Especially adapted for writing insurance policies and is very rigid in action.

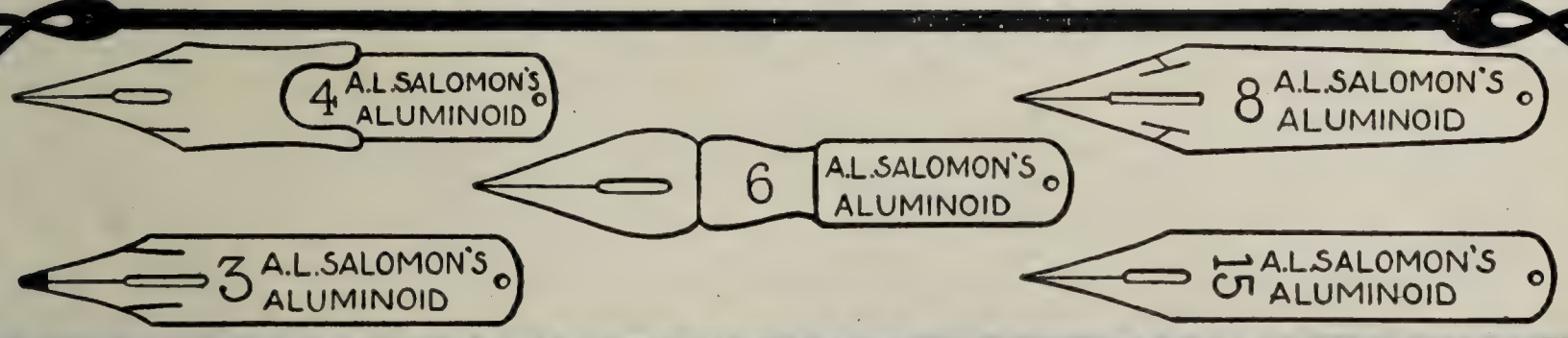
No. 8 Way-Bill and Invoice—Is designed for rougher business uses such as shipping tags and rapid writing on coarse papers.

No. 15 Cannon Ball—The swiftest writing pen made. Used by telegraph operators, business men. Everyone who wants a pen that will write faster than he can use it.

Aluminoid Pens are on Sale at First-class Stationers

Samples of the Five Pens Illustrated mailed FREE on Request to any Business House in the Country

A. L. Salomon & Co., 339 Broadway, NEW YORK





The Business Man's Magazine for 1906.

IN accordance with a time-honored custom the Christmas number of THE BUSINESS MAN'S MAGAZINE devotes a little more space than usual to light literature. It is generally supposed that even business men are accustomed to a certain amount of mental relaxation at this time of the year, and we have no doubt that a good business story like "The Automatic General Manager" will be welcomed by all readers as affording timely entertainment.

The article on "Manufacturing Architectural Sheet Metal Ornaments" combines general and technical features in an unusually attractive manner.

A review of the contents of THE BUSINESS MAN'S MAGAZINE for the 12 months ending December, 1906, shows that our readers have been furnished with an astonishing variety of information and interesting reading. Such articles as "Business Possibilities in Labrador;" "The Alleged American Commercial Conquest of Mexico;" "Business Aspects of Municipal Ownership," "The Contest Between Monopoly and the People," all contributed by authors of high repute and national prominence, have attracted widespread and most favorable attention.

In the technical field we have covered mining, job printing, lumber, brokerage, real estate, laundries, wholesale fish, poultry raising, water and telephone companies, advertising agencies, wholesale grocery, retail furniture, wholesale hay and grain, packing houses, retail drugs, retail tailoring, wholesale produce, savings banks, trust companies, export agencies, hospitals, building and loan associations, and cotton mills.

In the line of manufacturers' costs, a very valuable series of articles on factory management and organization has been published. These articles, together with much additional matter, are now being reproduced in book form.

Other cost accounting articles have described methods for manufacturers of boots and shoes, automobiles, candy, paper, machinery, bank and office fixtures, and sheet metal ornaments.

In the way of special systems for specific business departments we have covered an immense territory and the subjects are too numerous to mention, ranging from multiple cash registers, automatic travelers, perpetual inventories and distribution of overhead expense in factories, to records for music teachers and dressmakers, and storage of household furniture.

Special attention has been devoted to the advertising and salesmanship departments, and a very interesting feature has been the development of our standard prize competitions, which have been liberally patronized by our subscribers.

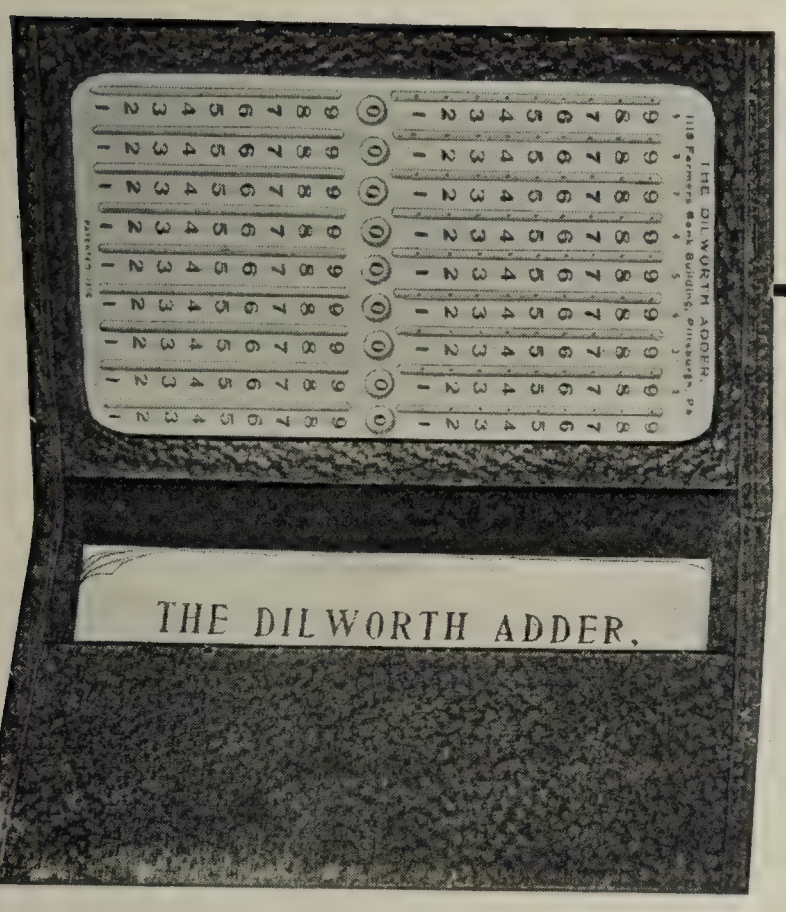
The business law, business dress and commercial law departments have also been very favorably received and much appreciated.

In the year 1907 we hope to still further demonstrate that the foremost business magazine in the world is THE BUSINESS MAN'S MAGAZINE.

Some Important Results Accomplished.

THE BUSINESS MAN'S MAGAZINE feels that the campaign inaugurated by it early this year for universal two-cent fares on the railroads of the United States is bearing the intended fruit and that to the influence of this publication may be traced much of the tendency in all localities to put this desirable measure into effect.

In opening this campaign, we considered it desirable to enlist the best writer on rail-



Capacity 9,999,999.99.

A Complete Adder FOR $1.00

The Dilworth Adder

a practical adding machine, size and shape of an ordinary card case sent postpaid for $1.00. Has no complicated mechanism to get out of order, is simple and convenient as you can carry it in your pocket for use on all occasions. In adding you can see the total at any time for any part of an addition so that interruption can not inconvenience you. This adder is just as efficient as an expensive machine and a lot more convenient. Will last a lifetime.

Send a dollar today and if the adder is not satisfactory we will promptly refund your money.

DILWORTH ADDER COMPANY

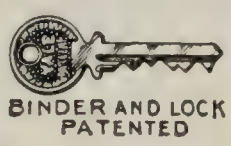
1118 Farmers Bank Building, - - - - PITTSBURG, PA.

The MANN LEDGER

INTERCHANGEABLE LEAVES







BINDER AND LOCK PATENTED



THE MANN LOOSE LEAF OUTFIT consists of Mann Ledger (with or without Yale lock), Mann Transfer Binder, Spring Holder and Deprima Flat Opening Leaf.

Mann Ledgers fitted with Yale tumbler locks, insure absolute security for business records.

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road topics and a series of articles by Hon. Chas. E. Townsend was arranged for, the matter prepared by him being supplemented by that of other well-posted writers, whose articles were more especially along the lines of two-cent fares.

All members of Congress and as well the prominent railroad officials of the country were furnished the issues of THE BUSINESS MAN'S MAGAZINE in which these articles appeared and every means were used to give the subject as great publicity as possible.

Michigan had been among the first of the states to introduce and put into effect a law compelling cheaper fares under certain specified conditions, the law being so graded that roads earning $3,000 per mile could charge but two cents per mile; roads earning $2,500 per mile two and one-half cents per mile, while roads whose earnings from passenger traffic were less than $2,500 are allowed to charge three cents per mile.

During this year, Ohio swung into line, passing a law by which all roads within the state are allowed to charge but two cents per mile.

More recently, the Pennsylvania and New York Central lines which together cover the states of New York, Pennsylvania, New Jersey, Delaware, Massachusetts, Ohio, Michigan, Indiana and Illinois have elected to put on sale thousand mile tickets, which are transferable and usable by either the original purchaser or by anyone to whom he may give or sell it, at a flat rate of $20.

The weaker lines have threatened and will be forced to put on sale tickets over their lines, good for anyone and for any distance at a flat rate of two cents to protect their passenger traffic.

The result will be that by January 1st, 1907, the states above named will practically if not entirely have the benefits of straight two-cent fares, and with so large a portion of the country enjoying this, the legislatures of other states may be left alone to pass such measures in the near future as will give to their constituents the same desirable laws.

The situation so far as the railroads themselves are concerned, is that practically all of them on which this reduced fare has been in effect long enough to make comparisons, show an increase in passenger earnings over corresponding periods during which higher rates were charged.

This is the "handwriting on the wall," and THE BUSINESS MAN'S MAGAZINE takes credit to itself as being in a measure instrumental in forcing the issue to a successful termination; successful not only for the people, but for the railroads themselves.

Unprogressive Public Accountants.

It seems almost incredible that under the present conditions of business, and the generally diffused knowledge and experience in relation to modern methods of keeping business records, there should be a place for a concern, calling itself an organization of accountants and auditors, the members of which really constitute an organization for the sale of bound books in which they have a personal financial interest.

That such a grafting organization exists, however, is conclusively proved by a report we recently had the privilege to peruse in which, after making various recommendations for the supposed improvement of the methods of the manufacturing establishment to whom the report was addressed, this accounting and auditing company went on to say that all loose leaf records of every description must be discarded and bound books substituted for "obvious reasons."

What obvious reasons?

So that bound books might be purchased through the accounting and auditing company.

The manager of the manufacturing establishment in question was hypnotized into following this outrageous advice, but almost immediately after recognized his error and now deeply deplores his temporary weakness. For "obvious reasons" the loose leaf records will be restored without delay, but the money paid for the work of the accounting and auditing company is, of course, irretrievably lost.

The Abolition of Credit.

It is interesting to know that on account of the accumulation of bad debts our English cousins are discussing that utterly chimercial suggestion—the abolition of credit.

A daily newspaper proposes that credit be limited to 12 months by the simple expedient of making debts irrecoverable by law

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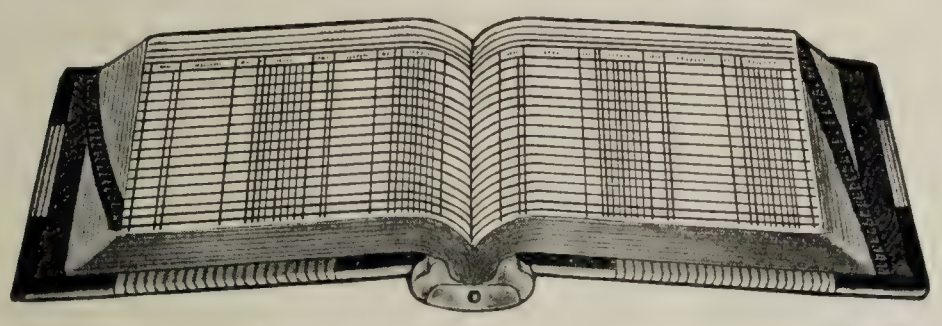
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THE mechanism of the Majestic is self contained—it does not use the back casting for a fulcrum, but the screws in extending or closing the ledger play either against or toward each other. The movement is very simple and strong—the amount of strain on the adjoining parts is reduced to a minimum. Sheets can be inserted in or removed from the Majestic almost instantly and yet when the ledger is closed the grip is so tight that the weight of the whole book can be sustained on one sheet—the sheets are as firmly gripped or more so than in a bound book.

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after the expiration of that period. Legislation of this kind would, undoubtedly, greatly simplify the accountant's labors when called upon to distinguish between good, doubtful and bad debts in preparing his schedules.

In the course of the discussion it is somewhat surprising to learn that large numbers of debtors are still imprisoned for non-payment of their liabilities every year, notwithstanding the fact that imprisonment for debt is supposed to have long since been abolished; and it would appear to be a severe reflection on British business and governmental policies that the only remedy to be found which will abolish imprisonment for debt is the abolition of credit.

We also note that in Great Britain hotel proprietors cannot recover by process of law any debt exceeding $100, or any debt exceeding the age of six months. The particular reason for this sapient legislation is certainly not of a transparent nature.

Incorporated Accountants of New York.

Having successfully organized the Incorporated Accountants of New Jersey and Maryland, we are now engaged in organizing the Incorporated Accountants of New York, and have no doubt all New York members will be greatly interested in this important undertaking.

The magnitude of the interests of The International Accountants' Society in New York state will be understood from the fact that we now have over 400 members there, most of whom reside in New York and Brooklyn.

The first meeting for consideration of constitution and by-laws, and election of officers for 1907, will be held in a convenient hall in New York City on Tuesday evening, December 11. Due notice will be given as to location of hall, etc., by mail.

The North American Audit Society.

Owing to the constantly increasing requests we receive from business men in the United States and Canada to furnish experts to make audits, devise improved systems of accounting and install cost systems, we have incorporated The North American Audit Society.

This organization will work in affiliation with The International Accountants' Society, and will make it its business to furnish incorporated accountants to those who desire their services on the one hand, and to obtain expert work for Incorporated Accountants on the other. When we receive an application from, say Columbus, Ohio, from a manufacturer desiring a cost system installed in his factory, The North American Audit Society will turn over the work to the most competent incorporated accountant residing in that city who is able to undertake it.

We predict a most successful career for this new society and feel that it is the one link necessary to perfect and complete our Correspondence Courses.

Production of Rubies and Emeralds.

The three-colored insert to be found in connection with the article on "Production of Rubies and Emeralds," page 48, exhibits precious stones in the rough as mined, as usually cut (illustrated separately and also in the two necklaces), and some striking ways of displaying them.

Home Study and The Book-Keeper.

The November number of HOME STUDY AND THE BOOK-KEEPER discusses, under the head of Cost Accounting, the unnecessary duplication of records, the treatment of unfinished products, cost records for foundries, and the disposition of overhead expense in the repair department of a plumbing business.

Other articles relate to the audit of the accounts of a corporation, perpetual inventories, fire loss adjustment, the treatment of unproductive labor, live stock commission business, association matters, and advice "how to apply for a position."

The magazine will be considerably enlarged as an appreciation of the large circulation it is commanding.

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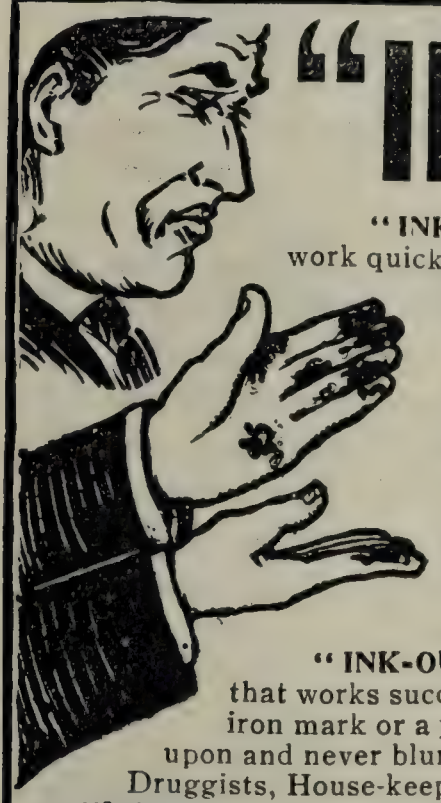
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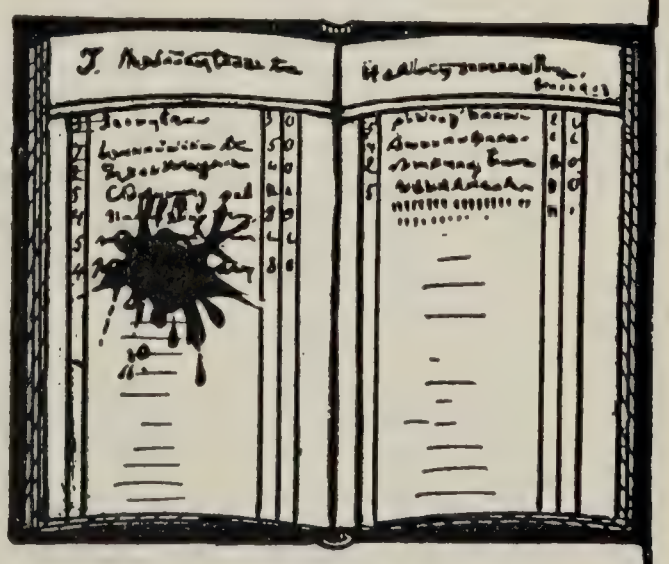
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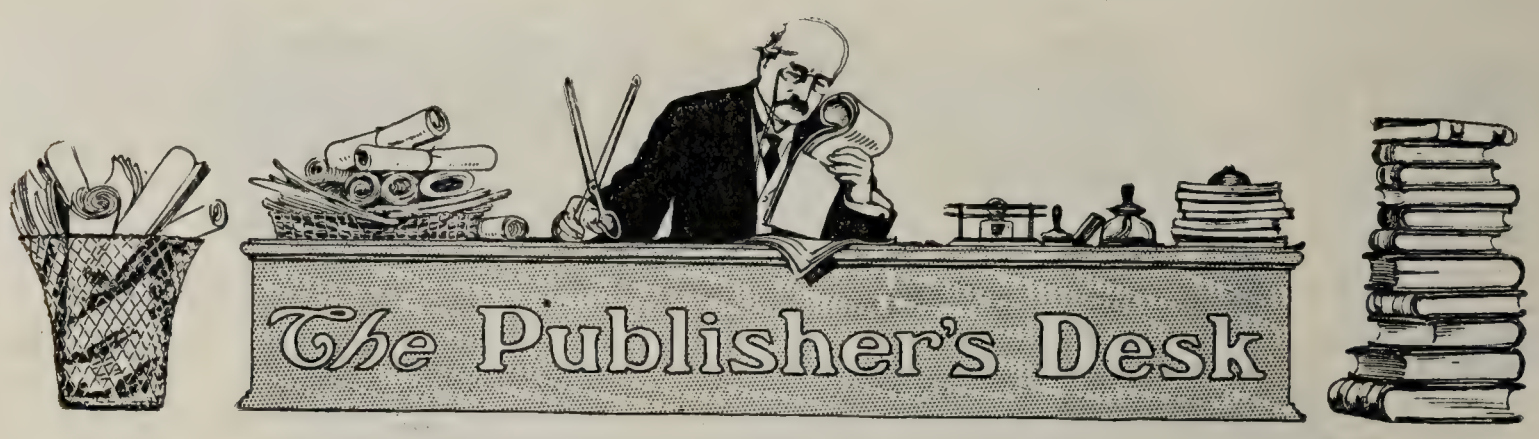
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VOL. XIX DECEMBER, 1906 No. VI

For the Man in the Factory.

ALL business men interested in the problems of factory practice and in factory economy will welcome the new book "Factory Management," by Chas. B. Cook. This work is a very valuable addition to the literature of Cost Accounting and Factory Management for the really valuable works on the subject can be numbered on one's fingers and leave fingers to spare. Mr. C. B. Cook is a well-known expert in the field of factory practice, having been for years cost accountant for some of the largest manufacturing concerns in the country and his exposition of the subject is particularly clear owing to the breadth of his practical experience. The book referred to, "Factory Management," is bound in half leather with gold top and titles, 215 pages, fully illustrated, and sells for $5. The first edition is just off the press as these lines are written.

A Merry Christmas.

We wish our readers a Merry Christmas. Fortunately there is every reason why it should be a joyous holiday season. The whole country is prosperous and this prosperity extends to our next door neighbors, Canada and Mexico. Here's to a Merry Christmas and a Happy New Year and many of them, to all our readers, and to all who aren't but ought to be.

A Word About Ourselves.

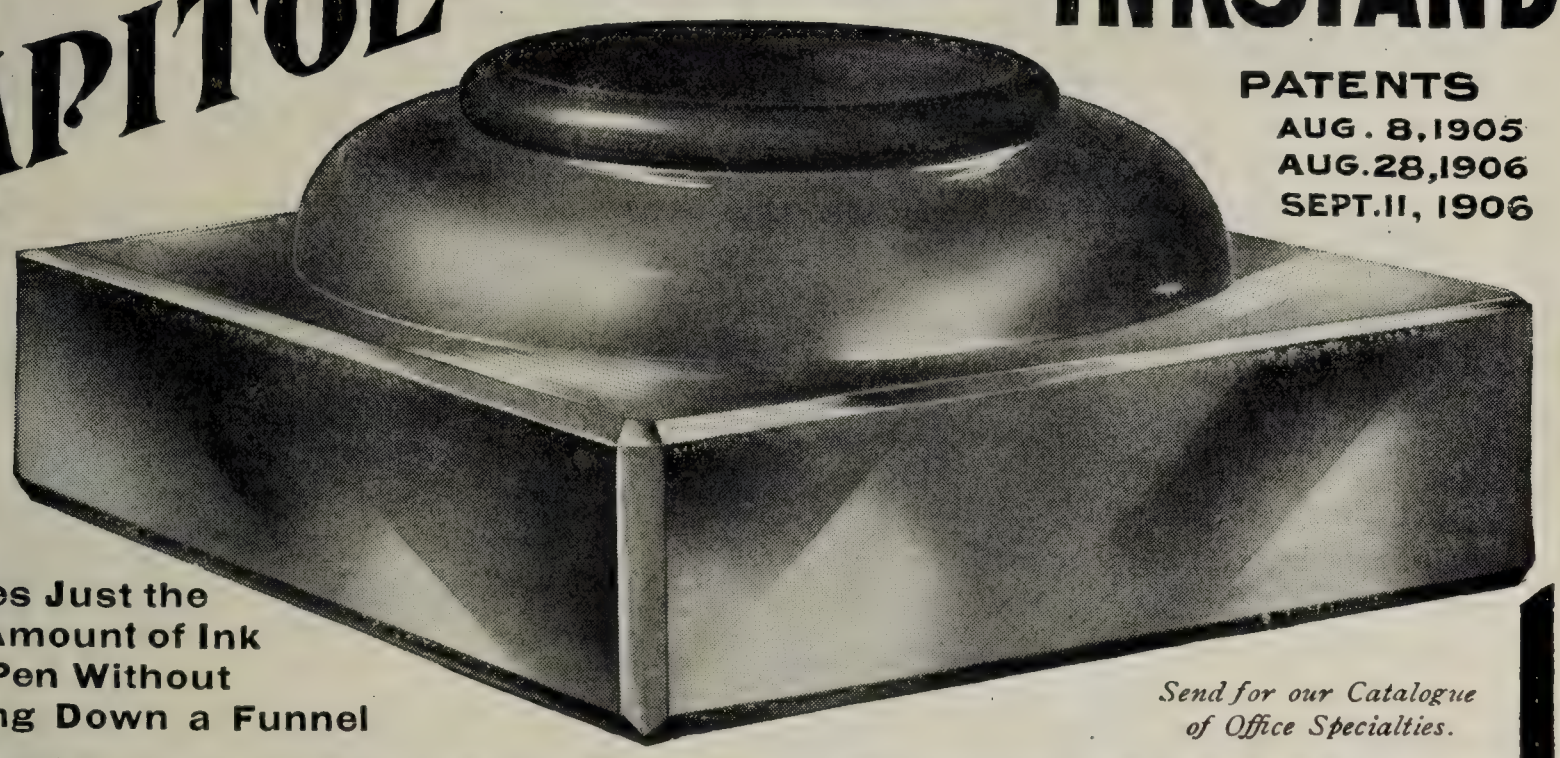
We are proud of this issue of THE BUSINESS MAN'S MAGAZINE and we feel that we have reason to be. Not one of this month's magazines will excel it in either interest or artistic merit. This December number marks for us the opening of a new era of usefulness. Our plans for the coming year are all made and they provide for a bigger, better, and more useful magazine than ever before. In each issue will appear contributions from the pens of practical men—men whose business it is to do things and not to write about them, but they have consented to write about them for the readers of THE BUSINESS MAN'S MAGAZINE. There will be many of these articles during the next 12 months and each individual one of them will be worth more than the cost of the magazine for the whole year. Not one of our readers should miss a single issue during the year 1907.

Don't Forget Home Study.

In renewing your subscription to THE BUSINESS MAN'S MAGAZINE don't fail to inclose ten cents for HOME STUDY AND THE BOOK-KEEPER. This is a handsome little 64-page magazine with pages of standard magazine size, issued monthly and the cost is only one dime a year. We have so many more good things for the book-keeper, the accountant, the busy man and the student, than we can find room for in THE BUSINESS MAN'S MAGAZINE that we have estab-

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Pair, with oak or mahogany base, black and red funnels, pressed glass, $2.25; cut glass, $3.25.
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lished HOME STUDY AND THE BOOK-KEEPER as an "overflow magazine." You never put a dime anywhere where it will bring you such big dividends.

Be Prompt.

We have thousands of old subscribers who have instructed us to renew their subscriptions without notice immediately upon expiration. These of course receive their copies continuously. Others are notified as soon as the term paid for has expired and most of them respond promptly but there is here and there one who overlooks or neglects the matter and this sometimes causes trouble for we cannot always supply the issues missed. We try to keep a sufficient supply of the recent back issues to take care of cases of this sort but the constantly increasing demand makes it difficult and at times impossible. Be prompt in ordering your subscription renewed and so avoid breaking your file.

A Few Remarks by Pessimistic Pete.

Humor and business will not mix. There are a lot of funny things about our modern business, but when you come to think them over they are not the least bit humorous.

I do not know who said the following, but it's true: "The meek shall inherit the earth—but not this earth." If there is anything you want particularly you'd better get out and grab for it.

Down at Niagara Falls there is a big power plant run by water power. It would take 1,900 tons of coal a day to produce the power they turn out there, so they save 1,900 tons of coal each 24 hours. I have not noticed that they saved any coal for me. Have you?

The farmer is catching up with the times. He now mixes oleo with his butter at home instead of letting the city fellow do it as formerly. It is thus we progress.

Mark Twain says: "I like criticism—but it must be my way." The only difference between the famous author and the rest of us is that he owns up.

The world is peopled with just two classes of men—monopolists and those who wish they were.

An honest man once went to Chicago. He is not there now. He died of loneliness.

This country of ours is more prosperous now than ever before in its history. This must be a cheering reflection for the man who is trying to live decently and bring up a family of five children on a weekly salary of $9. He is prosperous, but he don't know it.

There are certain places in this world of ours where reforms are badly needed, and the needed reforms would probably follow pretty shortly if we could get any half-dozen of people to agree upon the proper place to start in. The trouble seems to be that we all want to start in on the other fellow and leave the reformation of ourselves to posterity.

Rascality in business is quite common. It would be less in fashion, though if we were to stop patting the successful rascal on the back and tell him how much of a rascal he is instead of telling him how smart we think he is.

All the business literature we see is full of good advice to clerks as to what they ought to do to become better employes. Suppose we put the shoe on the other foot awhile and give the employer a little advice as to what he ought to do to become a good employer. It might help some.

There would probably be more good clerks to be had if there were more employers who knew how to appreciate a good clerk when they get one.

I know a merchant who has spent 20 years in teaching his clerks to get the best of customers. And yet he pretended to be surprised the other day when one of his pupils got away with some stuff that belonged to him. How foolish!

There is just this difference between firmness and obstinacy: When it is you, it's firmness. When it's the other fellow, it's obstinacy. It all depends on where you stand when you look at it.

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A Dollar an Hour is not out of your reach, if you will only let us help you. It will cost you nothing to ask us—*How?* Cut out the coupon—mark any occupation you like—mail at once, and it will bring to your aid all the resources of that great institution, the **I. C. S.**, an establishment founded and maintained for the benefit of poorly paid men and women.

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Accounting Methods for the Wholesale Grocery Business

By J. W. UMSTATTD

This article does not proceed on the regular old fashioned lines of describing just those books and methods which constitute a double entry system. It devotes more attention to the auxiliary records which are quite as valuable and more interesting, because they afford a better opportunity for variety and novelty of design.

This article will be concluded in our January number.

THE old order of things as applied to business and business methods has been very much changed in these strenuous times of the twentieth century. Along with the advancement and progress in other lines, the methods of accounting have kept apace.

The small merchant if he be wise, no longer keeps his accounts upon tickets, in



J. W. UMSTATTD.

memorandum books, or in a loose way, but has a system by which at a glance he can tell what he is doing.

The progressive book-keeper of today does his work in much less time, and in a way that is more satisfactory to his employers, more pleasant for himself, than does he who plods along in the old way.

We live in a day of system, and while there is danger of becoming the victims of "red tape," it behooves the man of business to take advantage of every opportunity to improve his business. The motto should be "Prove all things hold fast to that which is good."

If office system means anything, it means to adopt those methods by which the records of every transaction can be kept in a clear, concise, simple way.

In presenting the method of accounting used by the corporation of which I am a member, I may not present many new ideas, but will outline a system that is practical and simple, eliminating everything that is not essential, reducing labor to a minimum, and also the liability of making errors by too much work.

The working force of a wholesale grocery business is as follows:

OFFICE.	WAREHOUSE.
Buyer	Receiving clerk
Sales manager	Shipping clerk
Credit man	Stock-keeper
Book-keeper	Porters
Cashier	Draymen
Assistant book-keeper	ROAD.
Billing clerk	Salesmen
Stenographer	

We will take up their work as they come in contact with the stock.

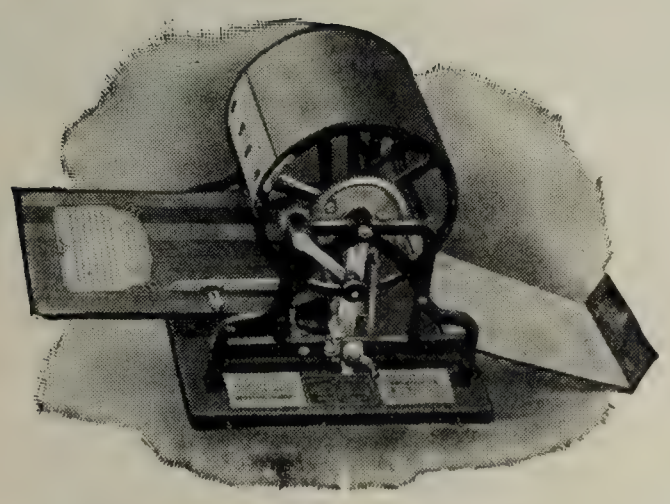
The books and stationery used are as follows:

Sales Books	Invoices
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	Statements
Ledger	Checks
Receiving Book	Receipts
Stock and Price Book	Stock Report
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Letter Heads	Credit Memos.

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Article	Firm	Address	Quantity	Price

FORM 1.

the selection of employes, is the purchasing of the stock. The man who does this well, is kept busy in this one capacity.

He has a card index outfit on his desk arranged alphabetically with cards ruled as Form 1.

After he has received prices from traveling men, or by quotation, he notes the same upon card as illustrated, and files same in the case after the proper index letter. The reverse side of card can be used for memoranda about this particular article, always using a separate card for each article or class of articles. After he makes the purchase, if from a salesman, he receives an exact copy of his purchase with prices, terms, etc. This is placed in an envelope bearing the address of the firm from whom purchased and then filed in a Purchase File, or case. If he buys from quotation the letter or price list is filed in same manner.

Receiving Slip

No____ ____ 190

Received from ____

Via ____ Charges ____

Number Article

Remarks

FORM 2.

When the invoice for purchase is received it is first sent to the buyer's desk. He takes from his case the copy of purchase, compares same with invoice, noting prices, terms and amounts, attaches copy to the invoice with his O. K. and remarks.

The invoice then is passed to the assistant book-keeper who verifies the extensions, and places same on file until the goods arrive.

The bill of goods once bought, the next step is to see that same is received in good condition.

THE RECEIVING CLERK.

The receiving clerk makes out an original and duplicate copy, using carbon sheets, of all goods received on Form 2, which is punched to fit post binder.

A separate slip is used for each shipment received. The receiving clerk not knowing what the invoice calls for, must check the goods correctly, or the error at once is discovered when the receiving slip is compared with the invoice. The privacy of prices is thus kept, and the trouble of mislaid invoices is done away with. When goods are returned from customers the same slips are used. The original is sent to the office with the freight bill to be attached to the invoice, or a credit memo-

Article	Brand	Quantity	Rate	List	Packed	Cost	Sell	

FORM 3.

FAST BIND SAFE FIND

A PERFECT BINDER



HERE is something you will appreciate. A perfect binder at last. No punching, no sewing or mutilation of any kind. A touch and the book is fastened—a touch will release it. The book will open just as wide in the binder as out of it. It is simple, strong and perfectly book-like in action.

The illustration represents the **ROEDDE BINDER.** Made in sizes to hold any magazine, thin or thick, large or small. Send $1.00 for sample binder in limp covers, seal grain, to fit any magazine like this in size, or $1.25 for same binder in genuine heavy cow, unlined—the most durable and artistic cover we make—either in walrus grain or in ooze velvet finish.

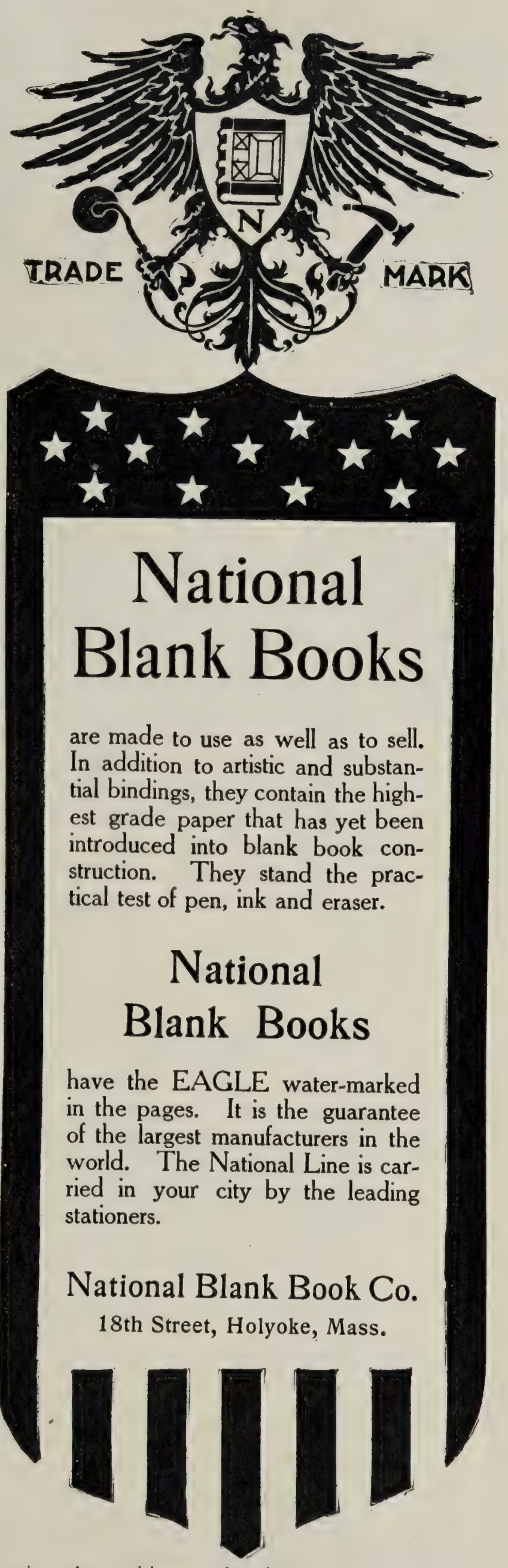
Send postpaid on receipt of price. Money cheerfully refunded if not perfectly satisfactory.

FOR COMMERCIAL FORMS OF EVERY KIND

The **ROEDDE BINDER** is to the ordinary binding as the loose leaf ledger is to the old-fashioned bound ledger. In a moment your checks, receipts, order-books, catalogs and telephone directories may be bound in substantial board or comfortable flexible covers. Don't waste permanent bindings on a few hundred forms when one of our binders will serve you better and more satisfactorily for many thousand forms.

If your printer or litographer does not carry our binders write to us direct for description, prices and samples.

Flexible Back Loose Leaf Ledger Co.
202 MAIN ST. BUFFALO, N. Y.



National Blank Books

are made to use as well as to sell. In addition to artistic and substantial bindings, they contain the highest grade paper that has yet been introduced into blank book construction. They stand the practical test of pen, ink and eraser.

National Blank Books

have the EAGLE water-marked in the pages. It is the guarantee of the largest manufacturers in the world. The National Line is carried in your city by the leading stationers.

National Blank Book Co.
18th Street, Holyoke, Mass.

	Date Sold Terms Got out by Called back by Paid on account	The Lockett-Reeves Co Bristol Tenn No ____ Salesman ____ Sold to ____ Postoffice ____ Ship to ____ When Ship ____	Ledger Date Billed Extensions OK'd by

	Re-Check	Shippers Check	Quantity	Credit OK Sheet No.	Weight	Price	Salesmen must not use these columns				
				Amount Forward							

FORM 4.

randum issued. The copies are filed upon a binder until the end of the month, then it is labeled and filed away. All freights are paid once a week.

STOCK-KEEPER.

After the goods have been checked they are then turned over to the stock-keeper, who with his assistants, arrange and classify them in the warehouse, using the alphabetical arrangement for the smaller articles, which are usually kept in shelves upon the second and third floors. He keeps the buyer posted daily by a stock report sheet, of those goods that are getting low and need to be ordered.

THE SALES MANAGER.

The sales manager takes each invoice and notes the cost and selling prices in a Stock and Price Book arranged as Form 3.

It is his duty to keep the salesman posted as to prices, new goods and prospective customers, to arrange for specialty men and territory. He meets all the city and traveling salesmen every Saturday, for one hour and talks over the situation, and arranges for the next week's trip.

Salesmen are provided with a pad of order sheets like Form 4.

All orders are written upon the sheets, and mailed to the house every day. The total sales of each salesman is made up from the original sheets once a week. Each salesman is given a check for expense money, and same is charged to his account as agent. His daily expenses are noted in a small expense book which is sent in every Saturday.

The amount of this book after being O. K.'d by the sales manager is credited to the Agent account and charged to Traveling Expense account.

No salesman is allowed to use money he collects for expense purposes, but is provided with Form 5, and this with checks or cash is turned in daily. A separate account is kept as his personal account.

We will now follow the order sheet in its regular order or course through the business. The order sheet having been received by the firm, is first sent to the

	____ 190					
	Credit the following.					
	Name	Net	Discount	Freight	Allowance	Gross Amount
	Signed					

FORM 5.

KAHN SYSTEM of Reinforced Concrete



THE Kahn System of Reinforced Concrete combines architectural possibilities of the highest order with all the practical requirements of any structure from a million-dollar Marlborough-Blenheim Hotel (here illustrated) to office and public buildings, warehouses, factories, or any form of construction where beams and columns are used.

The Kahn System is based upon the Kahn Trussed Bar which, when imbedded in concrete, gives the most scientific, economical and thorough reinforcement obtainable. Buildings erected by this System are monolithic in type, impervious to fire and the ravages of time.

The Kahn System insures economy in design through the experience of our Engineering Department and minimum cost of installation through the use of the Kahn Trussed Bar which is shop prepared thus eliminating much expensive field labor, and making possible a speed in erection never before attained in structural work.

Detailed information and interesting literature sent on request. If request is written on your business letter head, we will send you the "Trussed Concrete Bulletin" one year free of charge.

Trussed Concrete Steel Co.

7 WEST CONGRESS STREET

LONDON **DETROIT** TORONTO

FOR **Xmas**



FOR **Xmas**

Give this Perfected Fountain Pen—It's Sure to Please

A good pen like this is a perpetual satisfaction. It's the Hicks-Sackett Pen—long famous among literary workers, because it has so many valuable features, all its own, and yet no bothersome defects of the ordinary fountain pens.

Acts well, because it has no screw joints to gum up, stick fast or ooze ink. Barrel is all one piece. Just a quick pull on the "lip" and it's ready to fill—a push and it's closed. Cap is different, and can't smear ink on lower end of barrel.

Writes well, because the flow is made steady and lasting by a feed-stem extending the whole length inside of barrel. Blotting is impossible, and the last drop writes as well as the rest.

Lasts well, because of the simplicity and accessibility of parts—pen is cleaned more easily than any other—just slip a piece of paper between "lip" and pen-point.

Looks well, because it's made of handsomely chased hard rubber, or with gold or silver mountings.

Write for our FREE BOOKLET. We will send the pen postpaid, on approval, upon receipt of price. Pens from $2.50 up, according to style and mountings.

SUTTON PEN COMPANY, : : 13 William Street, New York City

Please mention The Business Man's Magazine when writing to advertisers.

Gentlemen: _____190
Kindly furnish us in confidence your experience with
Name_____ Address_____

Sold_____to_____190	Manner of Payment_____
Terms_____	
Highest Credit $_____	Discounts in____days
Amount Owing $_____	Pays when due_____
When Due_____	Pays_____days slow
Amount Past Due $_____	Collect by Attorney?_____
Refused (Date)_____	Makes whirst claims_____
Remarks.	

FORM 6.

sales manager who notes the prices and terms, and O. K.'s same.

THE CREDIT MAN.

The credit man next receives the order and from either his acquaintance with the purchaser, or from mercantile agency reports, places his O. K. upon it. He usually finds out about customers from other jobbing houses using Form 6. He also has a card index outfit for the credit rating of each customer with cards like Form 7.

The assistant book-keeper next receives the order, numbers it by an order register, then sends it to the shipping department. When the order is returned to the office he checks same on order register to avoid any being lost by shipping department, thus making it impossible to ship goods without the proper charge having been made.

In the shipping department all items when gotten out are checked on the order sheet by the shipping clerk, then double checked by a recheck clerk or packer. Goods not in stock are marked B. O., meaning Back Order. Those not obtainable are marked out. The shipping clerk then makes the dray ticket, freight bill and bill of lading, using a form printed in triplicate with carbon sheets. The recheck clerk now checks all items on the dray ticket as they are put on the dray, being careful to see that no article is omitted. The signed dray ticket and bill of lading are returned by the driver to the shipping clerk. The dray ticket is filed on a binder, and the bill of lading is attached to corresponding order sheet and sent to the office. City deliveries are receipted for when

Name_____ Address_____

Business_____	Stock Carried_____
Terms_____	Credit Limit_____
Dun's Report_____	Account Opened_____
Bradstreet's Report_____	Account Closed_____
Special Report_____	Payments_____
References_____	Remarks_____

FORM 7.

delivered in a receipt book made with perforated sheets. These are torn out and filed like the dray tickets.

The order sheet is now on the billing clerk's desk, who makes the extensions and invoice, noting on same all articles that are to follow on back order, and those that are not in stock and cannot be obtained in the city.

Back orders are made out and filed in a Back Order File. All invoices are made with a typewriter. The invoice is rechecked by the assistant and mailed together with the bill of lading and a letter of thanks, also an order sheet and addressed envelope are inclosed.

(To be continued.)

W. W. LOCKETT, PRESIDENT
E. C. LOCKETT

E. W. WHITTEKER, VICE-PRESIDENT
J. W. UMBSTATTD, TREASURER

W. P. REEVES, SECRETARY
J. D. THOMAS

The Lockett-Reeves Company
Incorporated
Wholesale Grocers,
Bristol, Tenn.

THE LETTER HEAD—SEE PAGE 126.

ALL FIRST CLASS DEALERS KNOW DEARBORN CABINETS MAKE QUICK SALES

SAVE TIME, WORRY and ERRORS—IMPROVE QUALITY of WORK—THEREFORE SAVE MONEY

42 in. long, 24 in. deep, 38 in. high

Roll Curtain to Paper Cabinet.



No 5. Dearborn Junior Cabinet

$13.00 DELIVERED

ARE Sold around the WORLD Universally known as the BEST

Notice how **COPY-HOLDERS** are placed in direct line of vision, enabling operator to sit up straight. **Saves** fully 45 per cent of **Time, Worry** and **Errors.** A place for **everything,** everything in **its place.** Solid Golden Oak, **guaranteed** the most complete Typewriter Cabinet ever sold anywhere near the price We ship responsible parties on approval, freight prepaid east of Rocky Mountains, to be returned at **our expense** if not satisfactory. What more can we offer?

46 in. long, 31 in. deep, 45½ high



No 1. Dearborn Special Cabinet

$30.00 DELIVERED

IF YOUR DEALER DOES NOT HANDLE THEM WRITE DIRECT TO US

NOTE—We Desire to Announce that our New Catalog Cabinet is Ready for Shipment. New Catalogue Free.

DEARBORN DESK COMPANY

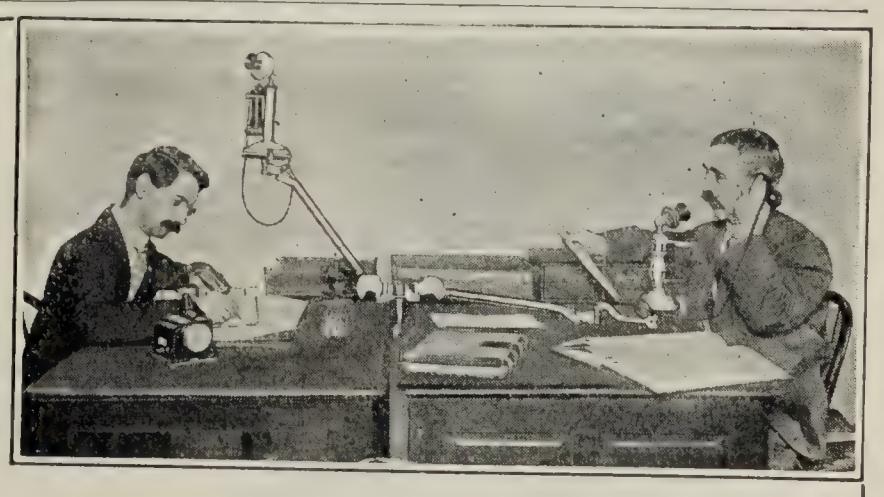
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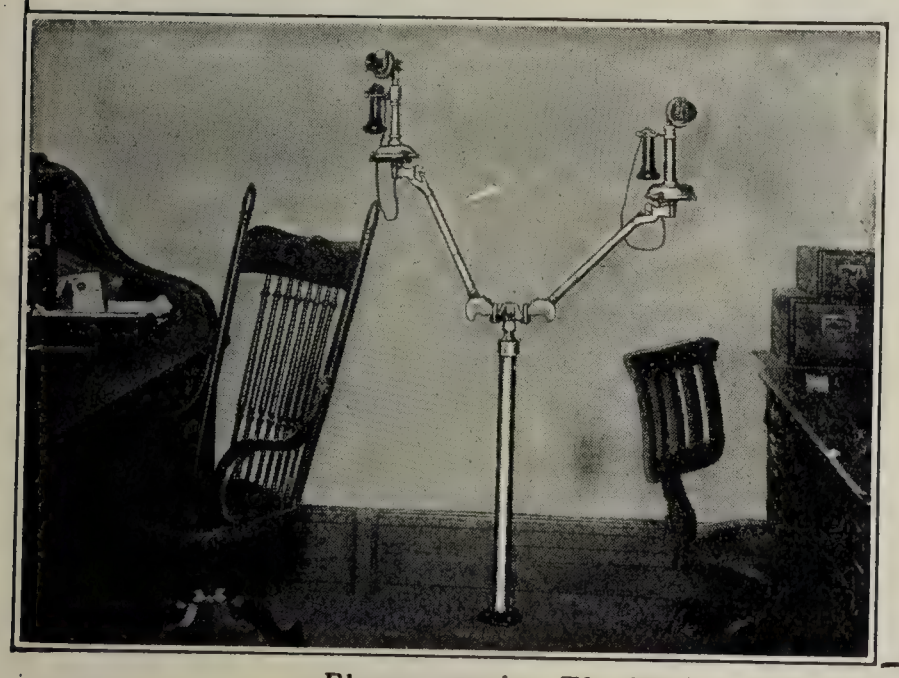
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AND ONE

THAT WILL BE APPRECIATED



The EQUIPOISE TELEPHONE ARM



A Necessity in Every Well-Appointed Office & Home

"It's Indispensable" - "Could Not Do Without It"—"Worth Two or Three Times The Price"

[Just a few remarks from our mail]

Sent Anywhere on Approval. Write NOW for Prices and Name of Your Nearest Dealer

OLIVER MANUFACTURING CO.

503 Francis Bldg., Philadelphia, Penna.

The Business Man in Europe

The Institute of Directors

It might be well for the business men of the United States to follow the example herein set forth with a view to eliminating directors who do not direct, and impressing on corporation directors generally the importance of their duties and the actual responsibilities they undertake. This is particularly true of banks, trust companies and any institution that maintains fiduciary relations with the public.

WE HAVE in England Chartered Institutes of Accountants and Secretaries, and now we have a Chartered Institute of Directors.

About two years ago a number of gentlemen in the city formed a society confined to directors of public companies. The rate at which the limited liability principle has increased in importance in this country is illustrated by the fact that while the accountants have had their Chartered Institute for many years, it took the Institute of Secretaries (of public companies) about eleven years to get their charter, whereas the Institute of Directors—numerically much smaller—has obtained the coveted charter of incorporation after only two years of existence.

That an institute of the sort is needed there can be no doubt. Besides furnishing the usual library, reading-room, and similar appurtenances of a professional institute, the Institute of Directors means to work hard towards the maintenance of a high standard of membership, and to make its views heard in the legislation affecting public companies which is looming ahead. Its attitude is well put in a brochure descriptive of its aims and objects, in which appears the following passage:

"The institute, it is hoped, will eliminate and render almost impossible the fraudulent and dishonest director; and on the other hand will encourage and protect the honest director, who is often exposed to risks quite disproportioned to the scanty and uncertain remuneration he receives. The too common view of the ordinary shareholder that a director is a lucky person, who is excessively paid for the performance of nominal duties, and who is at once to be found guilty and persecuted, if anything goes wrong with the company, although the director may have been in no way responsible for its want of success, requires to be supplemented and corrected by the experience of those who know that the great majority of directors perform their duties efficiently, honestly and assiduously, and too often find themselves inadequately remunerated for the sacrifice of time and labor, which they spared with difficulty and loss from their private affairs."

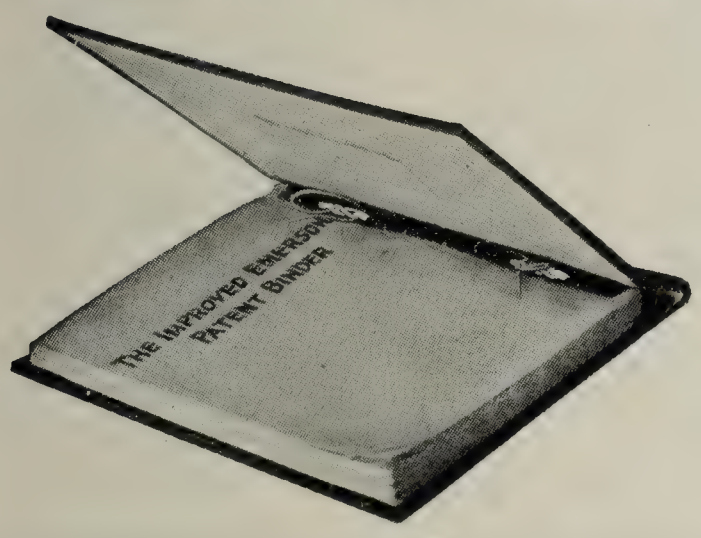
There are about twenty-five thousand directors of public companies in the United Kingdom, and the membership of the institute has nearly reached its first thousand.

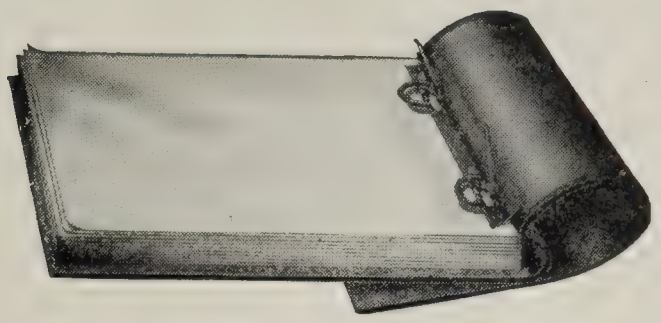
THE EVASION OF TAXES AND THE EMIGRATION OF CAPITAL.

The last elections in France resulted in the striking victory of the socialists and other parties, the sentiments of which towards capitalists cannot be regarded as too friendly, and in view of this and the proposed introduction of a direct income tax, a large exodus of French capital is threatened. The French government announced recently that it was considering the expediency of calling a national conference to consider the best means for the mutual repression of fraud in all countries which have in some form or other an income tax and succession or death duties. This proposal has been most unfavorably received in business and financial circles, the organs of which are unanimous in expressing the opinion that such a conference would be futile, and that any repressive measures would tell against France more than any other country.

Reciprocity would not be possible, they state, and this for the simple reason that France is the greatest exporter, and the smallest importer, of capital in the world. Milliards of French capital are invested in Russia, England, Switzerland, Germany,

The Improved Emerson Binder





Prices From 50 Cents Up

Any Size ✓ **Any Style**

We shall not attempt to tell you much in regard to the strong points of the **EMERSON BINDER** in this space, but merely call your attention to the general claim that we make concerning it.

The **EMERSON BINDER** will bind any Loose Sheet, Pamphlet, Catalog, Blue Print, Photograph, etc., etc., that you may desire to file.

The **PROOF OF THIS STATEMENT** is shown conclusively in our new catalog which tells everything that you can possibly want to know in regard to such a binder as we claim the **EMERSON** is.

This tale is briefly and logically told and is yours for the asking.

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Always ready for use, its great adhesiveness, combined with its keeping qualities in all climates, has made this possible.

Invaluable in household use for **Furniture, China, Ivory, Books, Leather,** and wherever a strong adhesive is desired.

Does not set quickly like the old style glue; has four times the strength (Official test, one in. sq. hard pine butted, registered 1620 lbs. before parting). Used by the best mechanics and manufacturers everywhere.



Nearly 3 Million Bottles
sold yearly, besides the can and bulk Glue for Mechanics and Manufacturers' use.

Either the one ounce Bottle or **Patent Collapsible Tube** (seals with a Pin), retailing for 10 cts., mailed for 12 cts., if your dealer hasn't our line. Specify which.

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2 oz. size retails 5 cts.; by mail, 10 cts.

LEPAGE'S MUCILAGE
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are like the Glue, unequalled, the best of their kind in the world, and are put up in convenient and attractive pkgs.

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Luscious in Flavor



Wholesome as Bread

Mackintosh's English TOFFEE

Is the only CANDY

with sustaining nourishment for the "Between-Meals-Hunger" felt by all who work or play.

So boxed in caramel form that it is handy to carry when shopping, calling, traveling or working. Put it in the school-bag for recess.

Avoid the dangers of ordinary candy--Mackintosh's English Toffee is good and safe to eat at all times. Try it NOW.

Any dealer can supply you (5c., 10c. or $1.60 tin) or will send out and get it. If not, write to Dept. 66.

JOHN MACKINTOSH
78 Hudson St., New York

Please mention The Business Man's Magazine when writing to advertisers.

Italy, Spain, Belgium—in fact all the world over—but there is no nation having an appreciable amount invested in France. Then, detection of fraud would be exceedingly difficult, because millions of dollars' worth of securities can be carried in a bag from one country to another. Furthermore, it would not be in the interest of all the nations to aid the French government in this matter, for their profits from the employment in their midst of large sums of French capital are large and varied. I have seen in French papers advertisements of Swiss banks, inviting deposits of bonds, etc., and undertaking to cash the coupons and to remit the proceeds in plain envelopes, thus rendering easy the concealment of part of one's income. Many countries have no direct income tax, or have very liberal income tax laws (e. g., Belgium and Switzerland), and nothing is easier than for the foreign capitalist to spend a pleasant holiday each year in the country where he keeps such an account (and the sum saved in income tax may more than pay for it). This at once benefits the trade of the country visited, and as such visitors gradually familiarize themselves with matters and investments in the country, they are prone to invest larger sums there.

One of the foremost French financial authorities has expressed the view that it is only the very rich who evade these taxes on capital, the man who is moderately well off seldom going to much trouble in the matter.

The introduction of death duties in the United Kingdom has resulted in many men making over their fortunes to their children during their own lifetime. Some of them get bitten, however. I have in mind one large fortune which was made over to a son, who, however, died before his father, so that the latter had to pay the duty on what was really his own estate, and he, dying soon after, this particular estate paid double duty within a few years.

ITALIAN STATE RAILWAYS.

In Italy the railways are being taken over by the state, and, as usually happens when companies sell their undertakings to the government, the plant is found to be what is mildly expressed as far from adequate.

A preliminary sum of 105,000,000 lire has been voted for rolling stock, and the manner in which the state department of railways, the Direzione generale delle ferrovie dello stato, proposed to give preference to home industries, without, however, delivering itself into the hands of the manufacturers, was rather ingenious. In the event of the prices and terms quoted by the latter not being considered perfectly satisfactory, tenders from other countries were to be invited, but other things being equal, home tenders were to have the preference so long as they did not exceed foreign estimates by more than five per cent, in some cases eight per cent.

As it has turned out, however, the Italian makers were so full with orders from the railways that the state has already had to place with foreign establishments orders for some 150 locomotives, 600 passenger coaches and 6,000 goods wagons.

CAN YOU THINK OF A NEW USE FOR SUGAR?

It often occurs that an industry develops to such an extent that it is absolutely impossible to gauge and accommodate the supply to the demand. This is the case in the European sugar-producing countries, the exports of which are no longer sufficiently large to account for the surplus production.

The Chambre syndicale des fabricants de sucre de France has had a happy thought, and is offering a prize of one hundred thousand francs for the discovery of a new industrial use in France for one hundred thousand tons of sugar. As the history of industry is full of instances of valuable uses being found for what were previously waste products, it is quite possible that some such use can be found for sugar, and as the prize is not limited to members of any French nationality, readers of this magazine desirious of earning a trifle of twenty thousand dollars might do worse than experiment with the contents of the domestic sugar basin. If, however, many people start doing this, the world's consumption of sugar will be augmented by this very means—which was, perhaps, the arrière pensée of the originators of the scheme!

It Numbers as the Arrow Points

And Never Makes Mistakes



If you want competency you must pay the price, in a machine as in an employe. As well place a $5 boy in a position of responsibility as delegate the important work of numbering your files, documents, card indexes, checks, orders, etc., to a $5 machine.

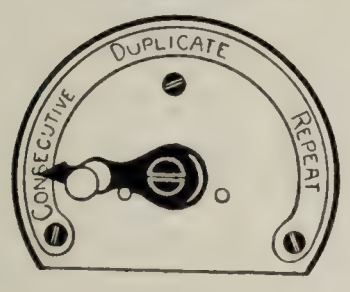
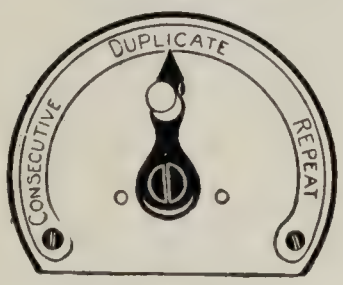
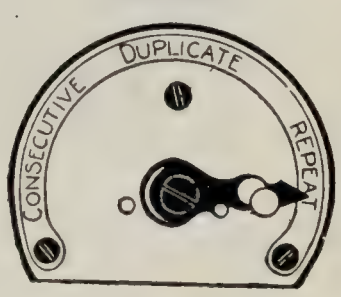
The Bates Hand-Numbering Machine

makes a $5 boy worth $30. It costs enough to insure absolute accuracy and dependability. It numbers legibly and rapidly and will do all of the numbering work of any office.

Avoid cheaper machines and machines of similar name. Ask for and insist on getting the original Bates machine made at Orange, N. J., by

BATES MANUFACTURING COMPANY
31 Lakeside Ave., Orange, N. J.

For sale by all leading stationers. Write for booklet.

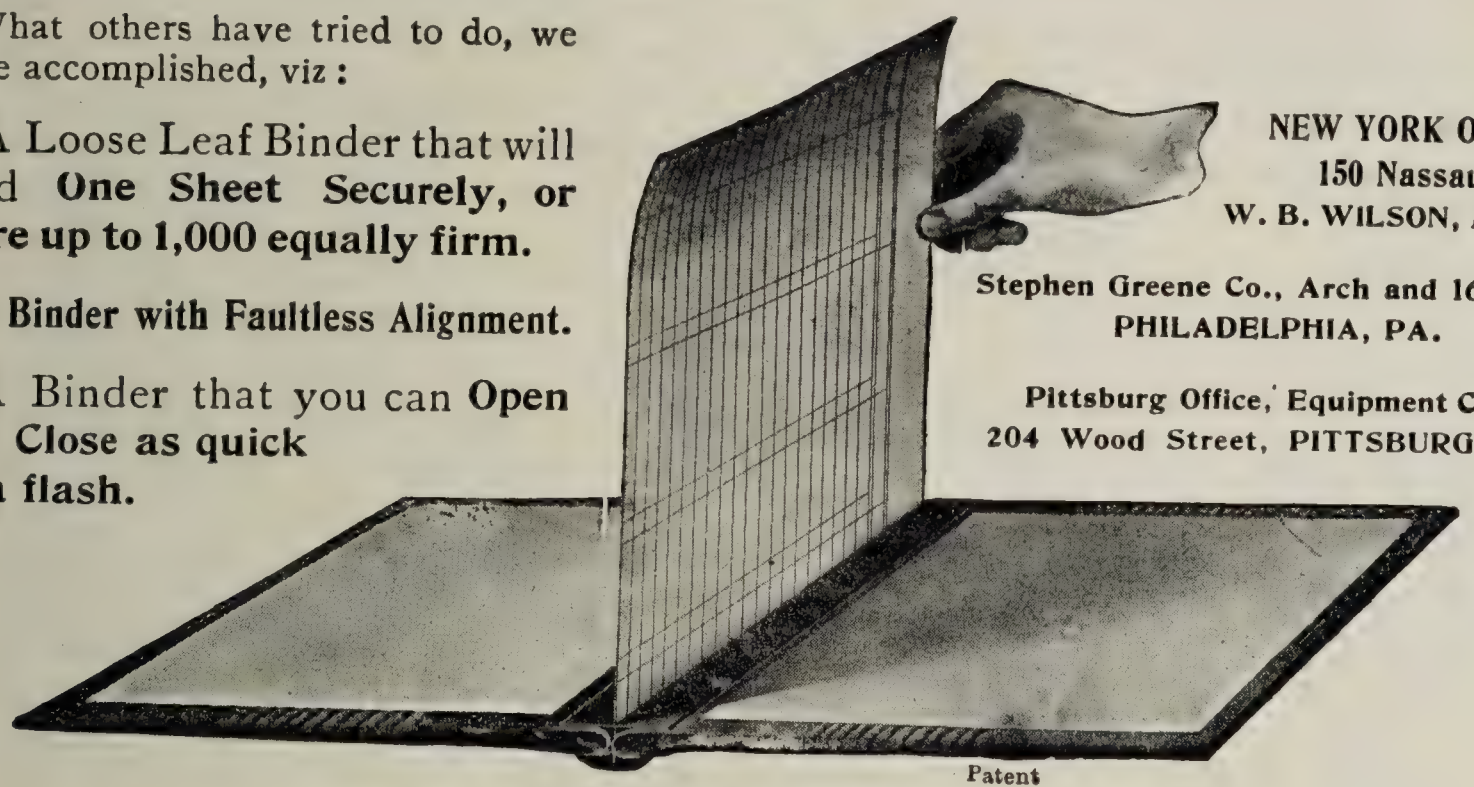
CONSECUTIVE	DUPLICATE	REPEAT
		
12175	14654	14869
12176	14654	14869
12177	14655	14869
12178	14655	14869

What others have tried to do, we have accomplished, viz:

A Loose Leaf Binder that will hold **One Sheet Securely, or More up to 1,000 equally firm.**

A Binder with Faultless Alignment.

A Binder that you can **Open and Close as quick as a flash.**



Patent

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IT IS THE

"Kalamazoo" Loose Leaf Binder

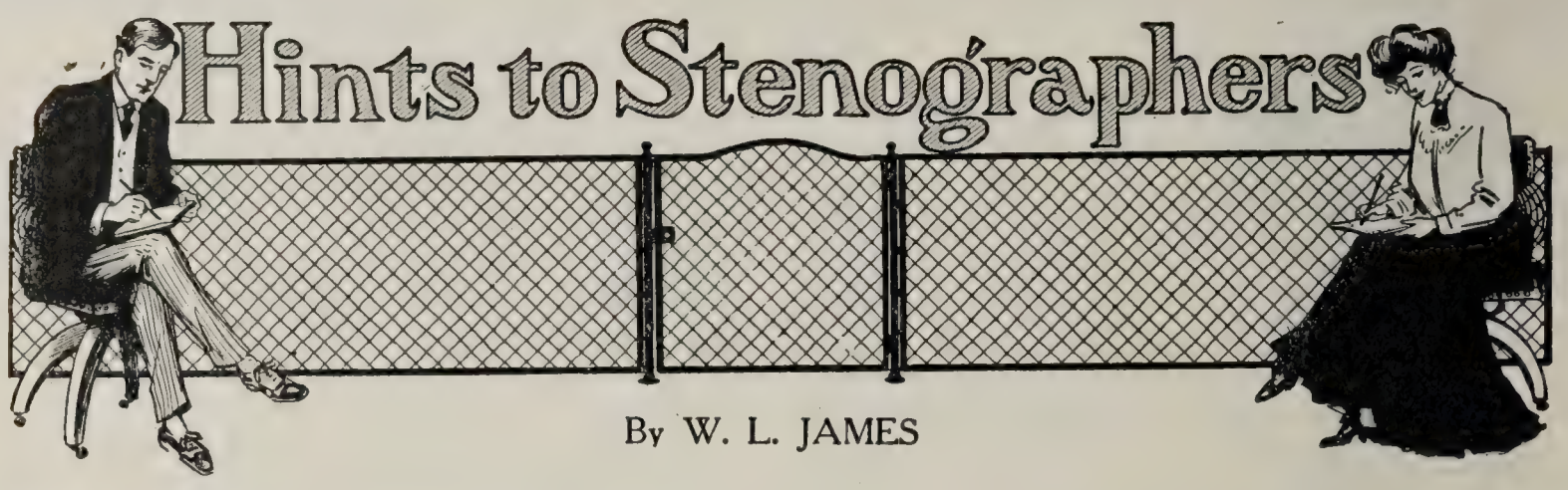
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OUTFITS FROM $12.75 TO $25.00

Special Size Binders, Sheets and Indexes to Order.

Send for Catalog B.

THE KALAMAZOO LOOSE LEAF BINDER CO., ADDRESS DEPT. A, KALAMAZOO, MICH.



By W. L. JAMES

THE *Milwaukee Sentinel* of November 4 had much to do in stirring up the interest in shorthand in the Badger state by printing an article under the head, "Expert Stenographers of Milwaukee Whose Income Is Larger Than a Congressman's Salary." The article in itself is an excellent one and shows what experts can do in this business. It is reproduced below in full:

"When a court reporter can make clear, above all expenses of office, rent and supplies, more money in a year than the salary of a congressman, why is it that there are so few court reporters? Why do only a small per cent of those who take up shorthand and typewriting as a profession show the persistence and efficiency required to rise to the top notch in their work when good court reporters are scarcities not only in Milwaukee, but in every other large city? The work is clean and fascinating and it offers aside from the big net earnings, many inducements usually demanded by a scholarly turn of mind.

"Since man emerged from the barbaric system, or lack of system, of settling his disputes with his neighbor by the use of the battle ax and hand to hand combat, there have been courts which attempt to dispense justice according to the highest lights of the times. Almost with the organization of the first court there sprung into existence the court reporter, for some record of proceedings must be kpet.

"In olden days he undoubtedly took his notes in longhand, for shorthand is comparatively a modern art. Even after this great time-saving system was worked out, longhand was utilized in writing out the notes taken in shorthand and thus making permanent records of what transpired in court, in a form that could be easily read by everyone, for the typewriter is even newer than shorthand.

"The older court reporters of today can remember the time when all legal documents and reams of testimony had to be written out by hand. They do not like to recall those laborious times. And when they do, they see in the mind's eye, backs prematurely bent with long stooping over the writing table, eyes dimmed with the strain of tedious hours and fingers crooked and gnarled with the pains of writer's cramp.

OFFICIAL COURT REPORTERS.

"Every court of record today has one or more official court reporters. Every word spoken during court sessions, by either judge, attorney or witness, is taken down verbatim and the official records of all proceedings are kept in the fireproof vaults at the courthouse.

"Lawyers are too numerous to mention. So numerous, indeed that many of them can't make a living. Not so with the court reporter. He is kept busy all the time and there are not enough to go around. Stenographers there are by the hundreds everywhere, but there is a vast deal of difference between a stenographer and a court reporter. It is to be wondered at that, court reporting being as old a profession as that of a lawyer, the one is always over-crowded while the other is 'under-done.'

REPORTERS, EARNINGS.

"The average court reporter cleans up a handsome sum each year which a good majority of lawyers would be proud to boast of. While Milwaukee court reporters are adverse to telling their earnings, it is said by one of them, who also does a good deal of work in Chicago, that the average earnings above expenses of reporters in the

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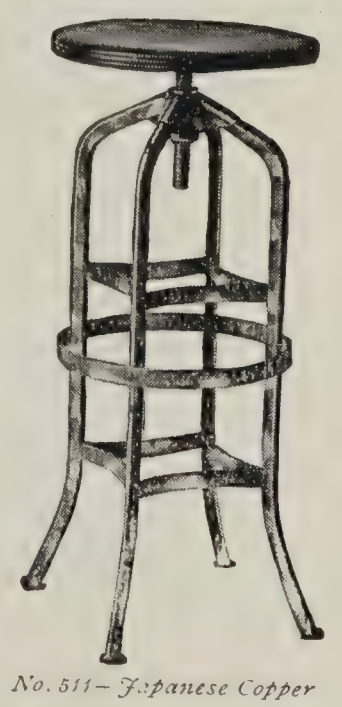
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"The good reporter finds no trouble in getting $10 a day for outside work. This as a salary, and in addtion the 10 cents a folio and five cents for copies. On a big task there will be a great deal of transcript, as in the case of a convention, where speechmaking runs rampant, a stipulated price may be agreed upon. If daily transcript is to be made, either in court work or convention work, the reporter gets a much higher rate than if he can take his time in typewriting his shorthand notes.

"The fact that so many men, who have afterward attained high positions in public life, started their careers as court reporters, is proof that it is a profession which may well deserve the consideration of ambitious young men. That is not to say that women may not also find it a remunerative, interesting and congenial occupation. For there are not a few women reporters in Milwaukee and other cities and they rank high in the profession.

"But young men especially have found it a stepping stone to positions of public trust and honor, while others have been satisfied with the immediate returns of reporting and have settled down in the business for life.

SOME PROSPEROUS REPORTERS.

"Judge-elect W. H. Timlin, of the Wisconsin supreme court, began his career years ago as a court reporter at Two Rivers and Manitowoc. With the information he gained in the course of his daily duties and the assistance of night study, he finally drifted into the practice of law. In this profession he soon displayed the ability which has placed him in the first rank as a jurist in this state.

"Others in high places in national life started in the same way, but went into fields more congenial or more suited to the display of their abilities. Postmaster General Cortelyou is an instance, as is Secretary Loeb, keeper of the inner seals of the White House, private secretary and confidant to President Roosevelt.

"At least one court reporter has become many times a millionaire. Edward Easton, who reported the trial of Guiteau, murderer of President Garfield, now counts his annual income in six figures. He developed business acumen and is president of the American Graphophone and Columbia Phonograph companies. James O. Clephane, who reported the trial of President Andrew Johnson when he was impeached by the senate, accumulated wealth in later years by exploiting the Mergenthaler linotype machine, and he was also heavily interested in the development of the phonograph.

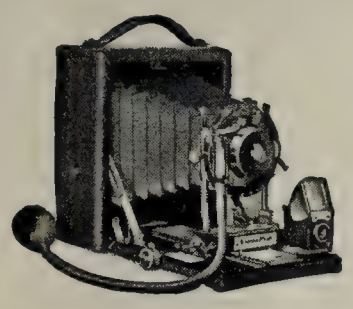
"The greater number of those who adopt the profession, however, find their work congenial and interesting enough to satisfy them. There is the ever-changing subject matter of the case which he must handle, the opportunity to study human nature in its constantly changing phases, the new facts brought to him from every calling, every business, every sort of invention. For a year's work in the court is a kaleidoscope of human suffering, endeavor, hope and defeat and success.

CHARACTER READING.

"The court reporter comes to be a keen reader of human character. One in Milwaukee who has spent years in recording the procedures of court says that he can detect in a moment whether a witness is committing perjury or not. It is his opinion that a liar carries the stamp of his untruth written in every line of his face.

"The nature of his work teaches him these things. When a case is called the reporter takes his place at a table within a few feet and in front of the witness chair. He must keep every faculty centered upon the witness to guard against losing any

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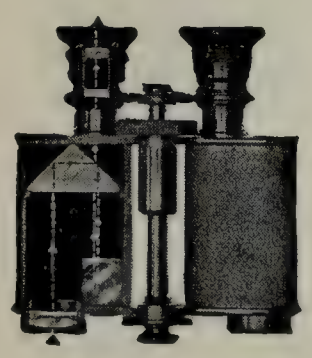
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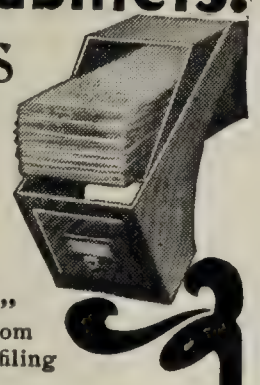
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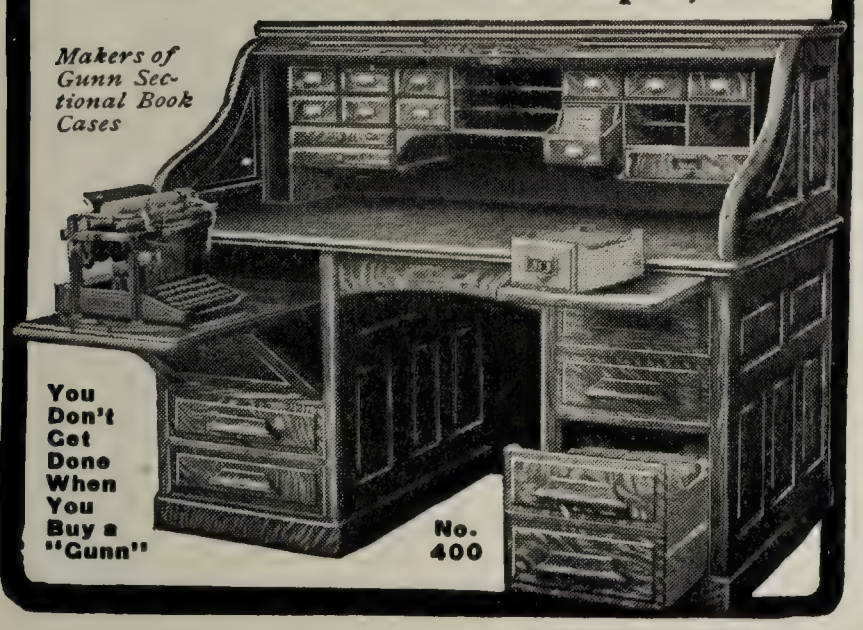
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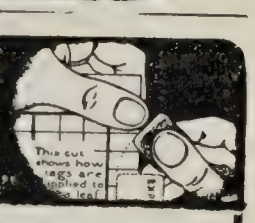


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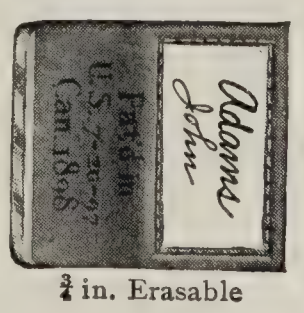
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word that may fall from his lips. As he learns to do this he soon comes to read the mind of the person sitting in the inquisitorial chair. It is a sort of telepathic communication which tells the sensitive mind of the reporter different things than the mere words which the lips utter.

"To have a quick ear and readily catch the meaning of a spoken sentence is one of the first requirements of a reporter who wants to rise to the top of the profession. It is one thing to catch the drift of the witness's meaning and sometimes quite another thing to record accurately every word he utters.

"The reporter must be able to write shorthand as speedily as the average person talks. Sometimes it will be necessary for him to write 200 words a minute. Occasionally a witness or an attorney becomes greatly excited and his words fall from his lips like the sound coming from a bunch of firecrackers which have all been lighted at once. As a general rule, however, a speed of 150 is sufficient.

GOOD EDUCATION NECESSARY.

"A fair education is an absolute necessity in doing the work which is required of a reporter. Perhaps there is no other profession which calls for such a fund of general information. Knowledge of the law is not all that is required. A good reporter must at all times have a smattering knowledge of the subject under discussion. He must spell correctly and have a fairly quick movement of the hand.

"'If a person's knowledge is limited he will soon run into snags in this profession,' says William M. Foster, reporter of the county court. 'In a big case technical expressions are frequent, and it is of the utmost importance at times that one knows just what those expressions mean or the transcript may be of little value after it is completed.

"'During the famous Schandein will case the expert witness from Chicago, a widely known physician, was about the hardest person to report that I ever came across. Everyone who attempted to report him gave the same verdict. He had physiological, anatomical and pathological names at his finger's ends, and he rattled them off at a terrific rate.

"'As an instance of how a person may be caught up on words with which he may not be familiar, take ferro-cyanide and ferri-cyanide. To hear a person pronounce either word in the course of testifying one might easily think he said the other. Spoken rapidly, no one can detect the difference between them. But one may be a poison, while the other is not. And the good reporter makes no mistake.

"'I remember a green court reporter who was taking testimony one time in a court commissioner's hearing. The commissioner announced that a subpoena "duces tecum" might issue. The court reporter, to whom the term was entirely new, wrote in his notes "subpoena to induce us to come."'

THE WIDE RANGE OF INTEREST.

"Amusing and pathetic incidents are the daily tonic of the court reporter, that stimulate him during the monotony of routine work. Women quite frequently find scenes in court a little more than they can stand. One young woman, recently reporting a trial in the circuit court, became so overcome under the strain of hearing a father tell the shortcomings of his son that she laid her head in her arms in the midst of a sentence and took a good cry.

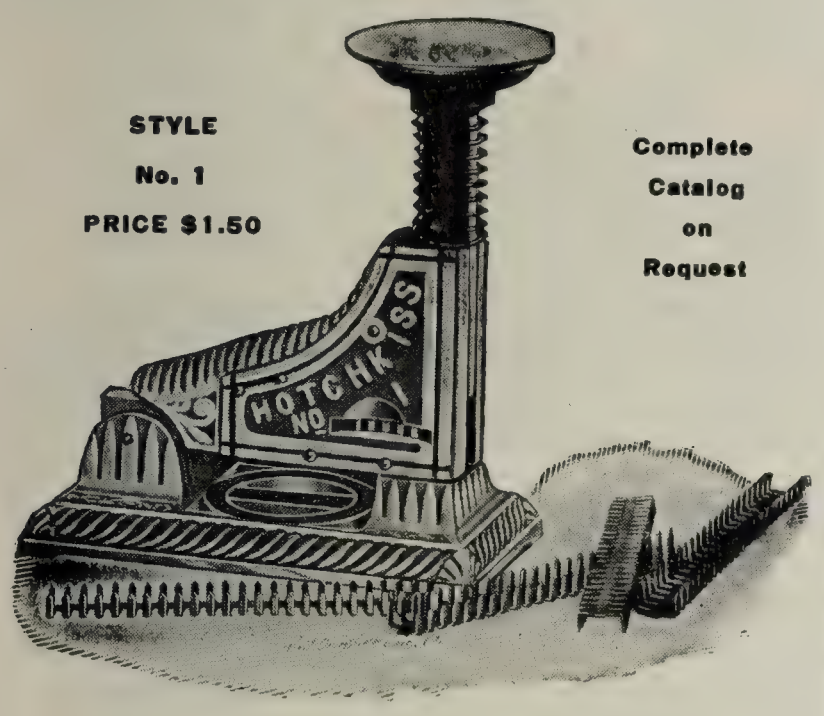
"'I just couldn't help it,' she told the judge afterward. 'That poor old man sitting there with bowed head and eyes brimming over with tears was too much for me. If it hadn't been that I had to look at him occasionally to catch what he was saying it would have been all right.'

"But it is in the district and juvenile courts where, in the first, all manner of petty wrong-doers are haled before the bar of justice, and in the second the wayward boys and girls are brought for a more stern punishment than they would find at home, that court reporting finds its widest range of interest.

"'Down here we have things to contend with that they don't have in the other courts,' said Alfred O. Wilmot, who reports these two courts. 'We do not have the formality that prevails in the state or federal courts. Everything goes with a rush. In the district court sometimes as high as 100 cases are disposed of in one day. One has to be familiar with every kind of a language and every conceivable sort of brogue and accent. We get them all here in the course of time. In the juvenile court things are different still. There the judge tries to convince the kids that it is

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not a court at all, but only a family talk. The children are induced to tell their stories in their own language and we have to take everything down.

"'I remember an Irishman that was brought into the district court one time charged with disorderly conduct. It seems that he had been traced from one saloon to another and he was asked what he had to drink in each of them. He had whisky in each one of them, but had different names for all. In the first saloon he entered he had a bit of a sensation, in the next a hummer, the next a bit of crater, and so on, until the court was in possession of 12 different names for whisky. It would not be difficult to collect enough slang expressions here in a short time to fill a

"Court reporters sometimes find a young and not too conscientious lawyer who tries to work into the testimony answers which the witness has not given. It is said these sprouting attorneys will frequently ask questions rapidly and answer them themselves by 'yes' or 'no,' relying on keeping the reporter so busy that he will confuse his notes. Reporters soon detect any attempt to befuddle them, and it is rare that their transcripts are assailed as faulty on these grounds.

"Court sessions as a rule begin at 10 o'clock in the morning and continue throughout the day until 5 o'clock in the afternoon, with a noon recess of from 12 to 2 o'clock. This noon recess is utilized by the court reporter in making transcript of the testimony he has taken down in shorthand during the morning session. If daily transcript is to be gotten out, the reporter goes immediately to his luncheon and then hastens back to his room.

"Here the phonograph is used in a manner which few people realize. It is the popular belief that the phonograph is merely a toy and that it never serves any really useful purpose. But it is the development of this unique invention which is the secret of profit. Without mechanical contrivances for getting out transcript, reporting would be a much more costly procedure for court and attorneys, or the reporter would be reduced to a slave and drudge.

"It is generally found by women reporters that their voices have not the volume sufficient to make the desired impression upon the receiving phonograph. For this reason they are much handicapped because they must themselves typewrite all their work without the aid of assistants.

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"Give me two pair of aces," came the answer.

"Do you think you're playing draw poker?" interrogated the girl at "Central."

"Certainly not," was the reply. "I'm calling a telephone number. Kindly let me have four ones."

"I'm afraid I don't understand," said the operator. "Can't you make your cali clearer?"

"I'm doing the best I know how. Can you connect me with one, one, one, one?"

"Guess you've got the wrong number; try again."

"No, I haven't; it's in the book. Maybe you specify it as eleven eleven."

"Say, do you think this is a policy shop? What number are you calling?"

"I'm trying to tell you. See if you can give me one hundred, eleven, one."

"No, I can't," came the sharp reply. "I have no time to wait. If you can not be more explicit you had better send a telegram."

"Why do you have such nonsensical numbers in your old books if you can't understand them?" argued the caller. "Here it is as plain as day—four ones in succession."

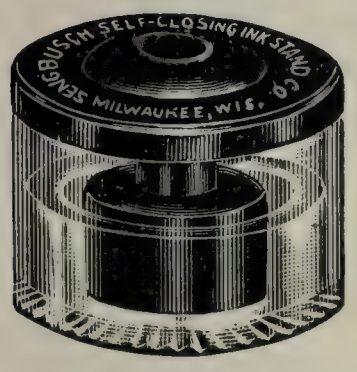
"Oh, you mean one, one, double one. Why didn't you say so? I'll connect you."

"Don't bother; I just wanted to discover how you called for that strange collection of figures. Good-by."—*Exchange.*

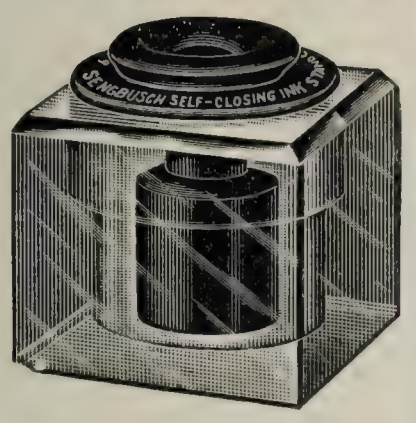
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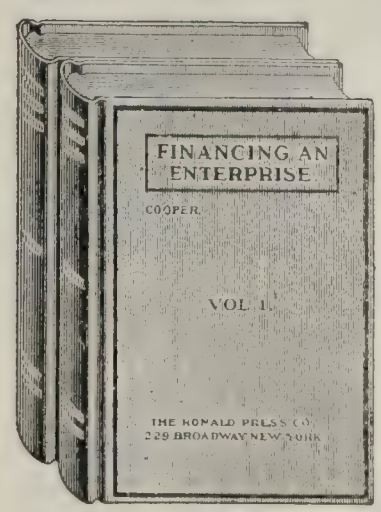
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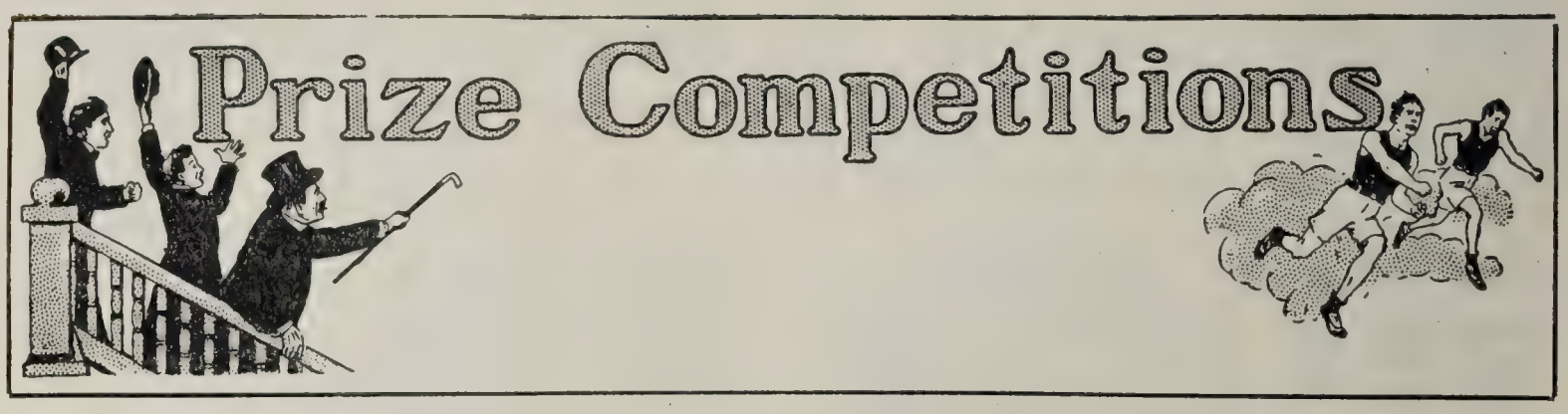
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Competitors must sign their articles and give address—not necessarily for publication but as an evidence of good faith.

Competitors are requested to send their photographs, carefully marked. All forms should be drawn on separate sheets and carefully numbered. Write on one side of the paper only. Address everything. Competition Editor.

Future Deliveries—Wholesale Cheese Business

By H. H. M.

A SYSTEM for wholesale cheese business, working on future deliveries, to be made at option of vendee, but amount of purchase to be settled at time of making the contract by cash payment of 25 per cent of the amount of the purchase, balance by notes, interest six per cent.

Form 1. Contract Record. All contracts to be entered in order of number. Reference to any contract record to be made by index or contract files, arranged alphabetically. This form provides for date, contract number, vendee, contract price, quantity contracted, value of cheese contracted, to be entered in column "A/c Rec. Dr.—Future Deliveries Cr." Amount of marginal payment to be entered in "Cash Dr." column under "A/c Rec. Cr.," and bills in "Bills Rec. Dr." also under "A/c Rec. Cr." Thus far entries in the record are entries of original entry.

Total of column "A/c Rec. Dr.—Future Deliveries Cr." to be posted to the debit of accounts receivable and to the credit of Future Deliveries, also to the credit side of Future Deliveries, as a memorandum, the total of "Quantity Contracted."

Daily the sum of cash entries in "Cash Dr." column to be carried to similar special column in cash book, which there will be headed "A/c Rec.," and at close of month total of this column to be posted to "A/c Rec." in the ledger. The posting to the ledger of this credit to the "A/c Rec." will be made from the cash book rather than from the Contract Record. Total of "Bills Rec. Dr." to be posted to debit of bills receivable and to the credit of "A/c Rec."

As it is assumed that the cash payment and the notes executed are delivered simultaneously with the execution of the contract, columns "A/c Rec. Dr.—Future Deliveries Cr." and "A/c Rec. Cr." including its two sub-columns could be displaced by one column headed "Future Deliveries Cr." with two sub-columns "Cash Dr." and "Bills Rec. Dr."

As deliveries will have been made, such deliveries will be entered in a Delivery Record, Form 2.

Total of "Amount" column together with total quantity will be posted to ledger to the debit of Future Deliveries and to the credit of cheese account. The entries for the individual deliveries will also be posted to the Contract Record to the respective contract, in column "Future Deliveries Dr." As the posting to the ledger to the debit of Future Deliveries will be made from the Delivery Record and not from the Contract Record, the column "Future Deliveries Dr." may as well, if not better, be headed "Deliveries Made."

As a delivery will have been made upon a contract, a note under that contract will be payable to the amount of the value of



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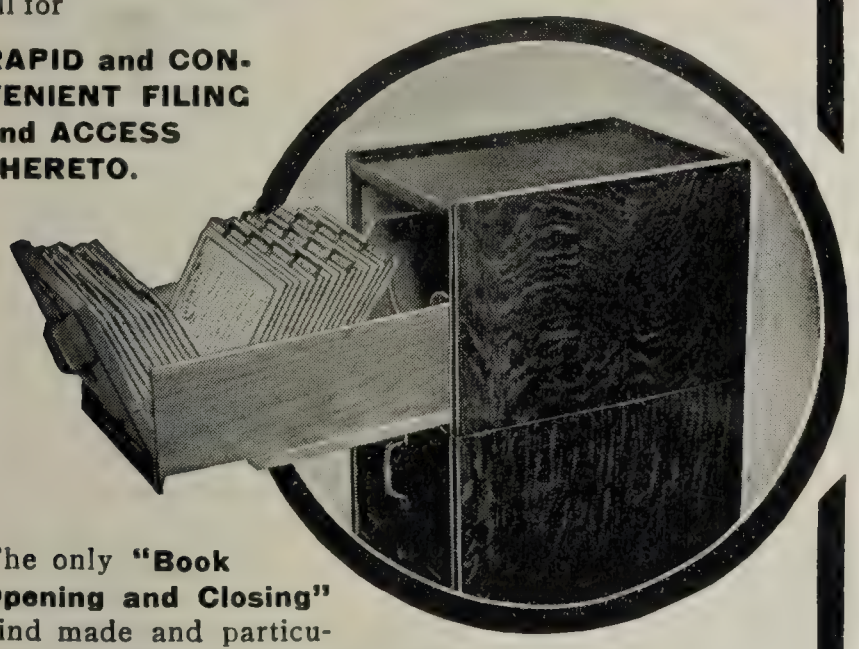
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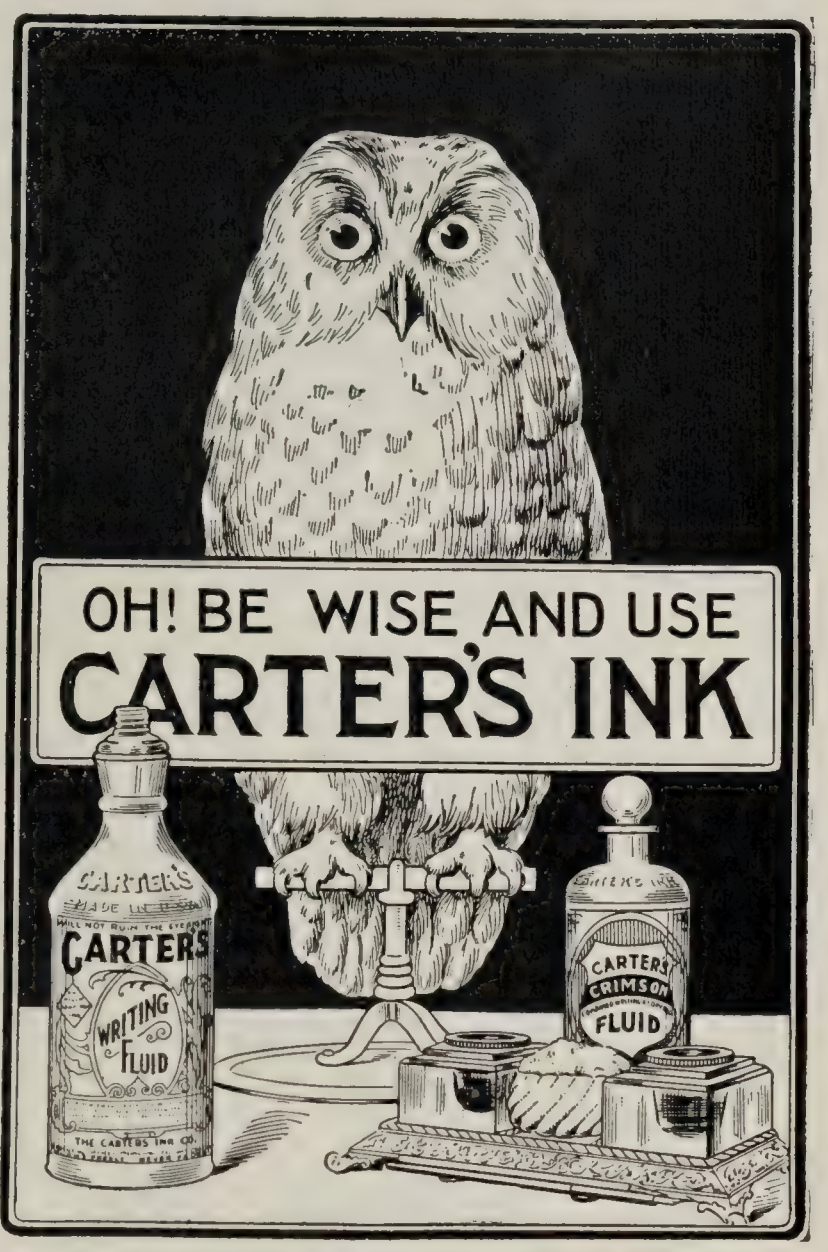


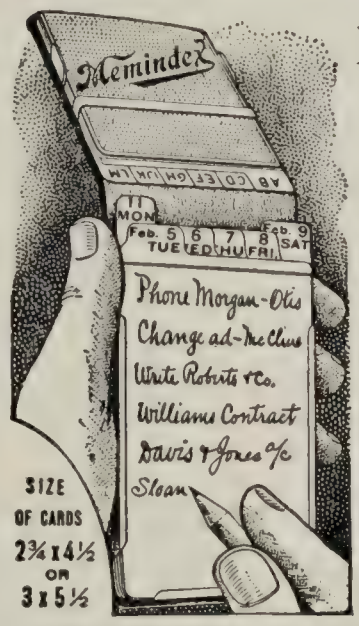
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Date	Contract Number	Vendee	Price	Quantity Contracted	% Rec. Dr. Future Deliveries Cr.	% Rec. Cr. Cash Dr.	% Rec. Cr. Bills Rec. Dr.	Bills Rec. Cr.	Int Cr.	Future Deliveries Dr. Quantity	Future Deliveries Dr. Amount	Balance Quantity

FORM 1.

the delivery. Collection of these notes will be entered in cash book in column "Bills Rec. Cr." These individual entries will be posted to the Contract Record to the credit of "Bills Rec." in the record of the respective contract, and total of cash book column, "Bills Rec.," will be posted to credit of ledger account "Bills Rec."

As no posting is made to the ledger from the Contract Record, "Bills Rec. Cr."

Date	Vendee	Contract Number	Future Deliveries Cheese Dr Cr		
			Price	Quantity	Amount

FORM 2.

column, this column might be headed "Bills Rec. Payments."

An entry in "Future Deliveries Dr.," without corresponding entry in "Bills Rec. Cr.," indicates delinquency, thus all delinquencies are readily shown.

Interest collected upon notes will be entered in special column in cash book, and individual collections may be posted to respective contract record. This posting is not necessary, but to complete the bill record is best.

Whenever entry for delivery will have been made in Contract Record, undelivered quantity balance to be carried out in column "Quantity Balance."

Delicate horizontal lines are for purpose of providing every contract with space for several deliveries and delivery payments. If the business should require more than here provided, repetition of columns "Bills Rec. Cr.," "Future Deliveries Dr.," "Quantity Balance" could be made to whatever extent may be necessary.

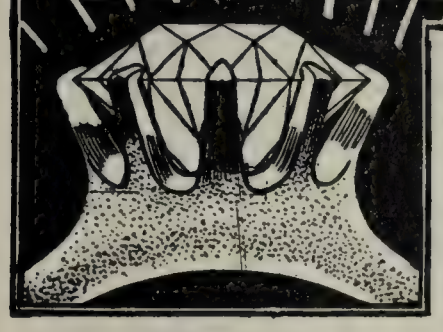
Standard Competitions.

In addition to the above we will give two prizes of $20 and $10 respectively for the two best articles descriptive of good book-keeping and cost systems for the following lines of business:

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Wholesale hardware.
Aerated water manufacturing.
Artificial stone manufacturing.
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Chemical works.
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Cold storage business.
Cordage manufacturing.
Creamery.
Distillery.
Electric motor manufacturing.
Electrotype foundry.
Fidelity and deposit companies.
Flour mill.
Harness and saddle manufacturing.
Hats and caps manufacturing.
Ink and mucilage manufacturing.
Incandescent lamp manufacturing.
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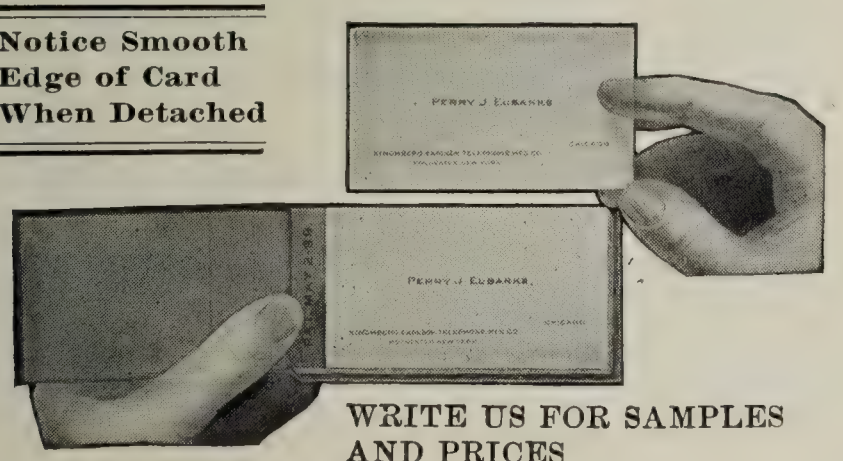
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Pennsylvania C. P. A.'s.

The regular quarterly meeting of the Pennsylvania Institute of Certified Public Accountants was held at the rooms of the Business and Professional Club, 1232 Chancellor Street, Philadelphia, on the evening of October 15 at 8 o'clock, President Adam A. Ross, Jr., in the chair.

There were present, active members: Adam A. Ross, Jr., Wm. M. Lybrand, Joseph M. Pugh, Charles Lewer, Alfred L. Sellers, John F. Steenson, Wm. E. Montelius and William W. Rorer; non-resident members: Henry C. Magee and George Wilkinson.

The institute formally extended its greetings to the newly formed organization of Pennsylvania C. P. A. Assistants.

The committee on meetings was requested to arrange for addresses by prominent speakers and papers to be read on the third Monday evening of each month during the winter, these meetings to be open also to the associate staff of the several accountants' offices.

BOOK REVIEW.

The Shorthand Writers' Dictation Book.

A Practical Dictation Book for Stenographers, by W. L. James and Robert F. Rose, Instructors in Success Shorthand School, Chicago. Published by Success Shorthand School, 79 Clark Street, Chicago. 152 pages, price $1.50.

This is one of the best practical shorthand books ever published. It is edited by William L. James and Robert F. Rose, expert court reporters and instructors in the Success Shorthand School of Chicago.

One of the features of this book is known as the "Encyclopedia of the Crafts," a department devoted to the description of the manufacture of commodities, giving the technical terms used in the various lines of business and illustrating each article fully in shorthand. The "Legal Pleading Department" explains in detail the distinction between the common law and equity pleadings, giving the forms for each in typewriting and in shorthand. Among the pleadings illustrated are declarations and pleas and replications in actions of trespass on the case, a petition for a writ of ne exeat republica, bills of complaint in equity, cross-bills and answers, pleadings in probate court, together with wills, codicils, application for letters testamentary, etc.

The "Court Reporting Department" of this book deals with inquest reporting, default divorce cases, proofs of wills, condemnation proceedings, the method of double dictation, convention reporting and the methods used in delivering practically instantaneous transcripts, etc. A new plan for writing numerals in shorthand is fully given and illustrated, and a most instructive address on shorthand reporting by John Ritchie is printed. This is the most thorough book for stenographers and schools ever compiled and should be in the possession of every teacher, student and practitioner of stenography.

Revised and Enlarged Rapid Calculator,

by C. W. Robbins. Cloth, 246 pages, $1.50.

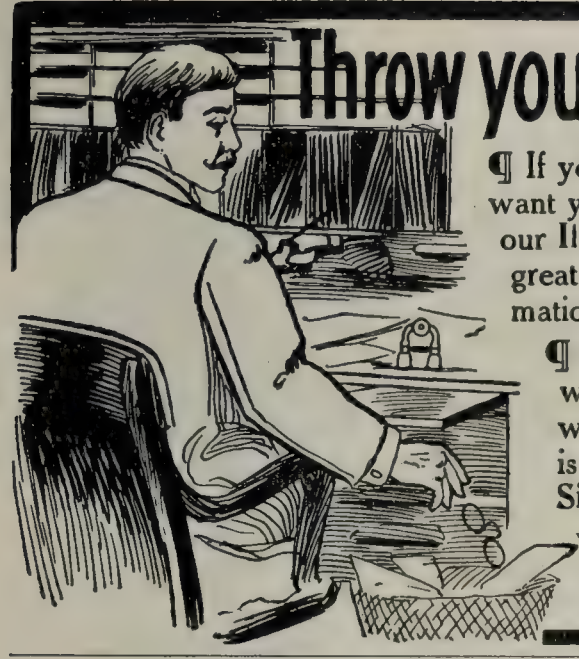
In this age of steam and electricity, any text book on arithmetical calculations that saves time, lessens the possibility of errors, and teaches labor-saving methods will be welcomed by the intelligent teacher, business man, or private student. This work is claimed to cover all short methods worthy of notice together with thorough and clear explanations. The instructions in relation to what is commonly known as "lightning addition" are particularly comprehensive and valuable.

Manual of Examinations for Government Positions,

by Frank Pergande. Cloth, 352 pages. $5.

A course of instruction designed for the benefit of those who desire to pass civil service examinations for the Custom House, Post Office, Rural or Railway Mail Service, etc. So far as we know it is the only book of the kind on the market, and we have no doubt, therefore, that it will command a large sale. Particular attention is given to information concerning systems of railway transportation for the use of those desiring to become candidates for the Railway Mail Clerk examination, and a large amount of general information is furnished along the lines usually followed by the examination questions.

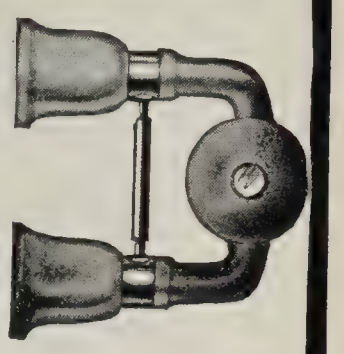




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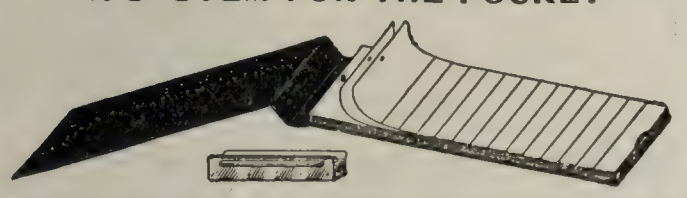
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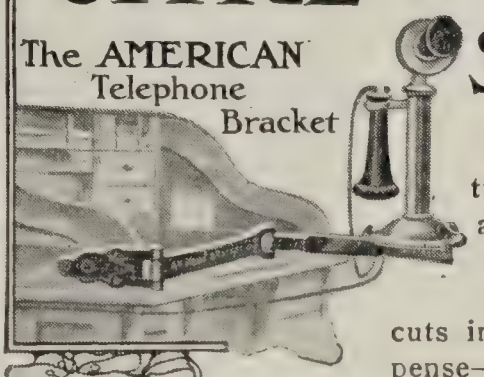
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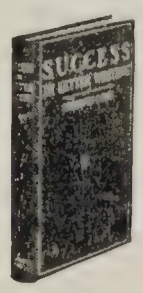
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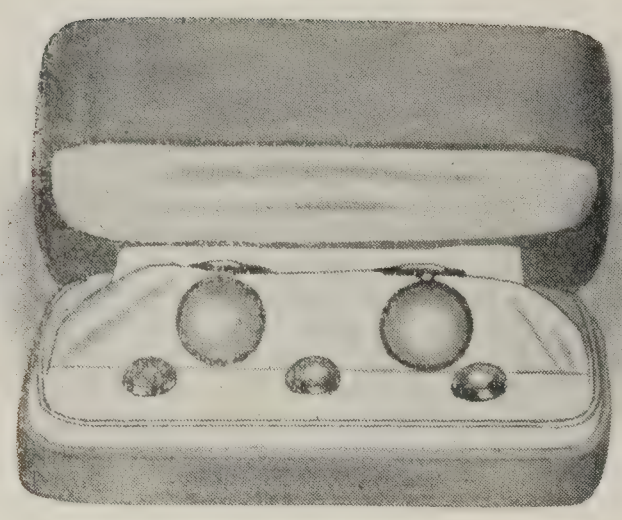
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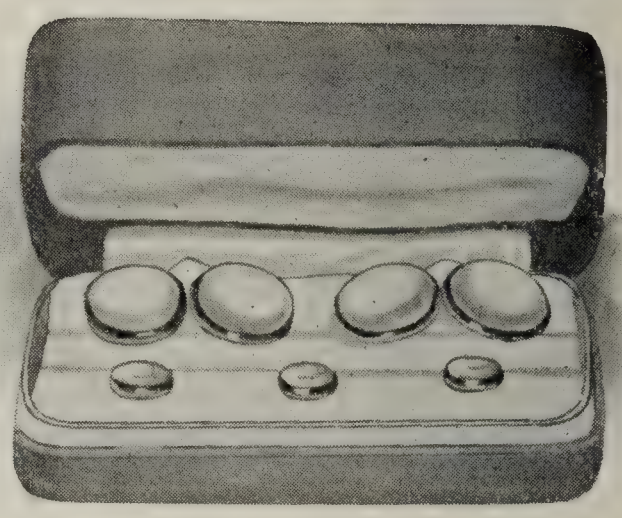
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The Business Man and His Dress

By GEO. L. LOUIS

Note—Readers are invited to write to this department for any further information desired on the dress question. Mr. Louis will answer questions personally by mail or through the columns of our magazine according to request.

MOVED by the spirit of the approaching Christentide, I am going to try to do some much needed missionary work in this issue. If I succeed in my undertaking, I know I will receive the everlasting blessings of a multitude of men who witness the nearing of Christmas with fear and trembling.

I am addressing those men (and who of us have been so fortunate as not to be included among them?) whose wives, mothers, sweethearts or sisters have presented them with the proverbial box of cigars as a Christmas token. Influenced by the highly ornamented cigar bands and a much gilded and bedecked cover, how can they resist the temptation of giving us a large box of "Speckled Beauties" or "Ropineos" at $1.50 per hundred? And what else can we do but summon up our faltering courage, thank her with all the earnestness we can muster up and let her actually see us puff the alleged cigar?

Or, if you are fortunate enough not to be a smoker and have never been the recipient of that kind of a cigar which the weaker sex invariably select, mayhap you have been given some brilliantly hued neckwear, patterned in startling crescents or moons or some other pronounced crisscross work that "she" thinks "is just too lovely for anything."

But whatever has been your past experience, I am going to offer a few suggestions whereby "she" can be aided in selecting a suitable, useful gift.

I will leave it to the ingenuity of our readers to "accidently" place THE BUSINESS MAN'S MAGAZINE where "she" can not avoid seeing and reading this discussion on holiday suggestions for men.

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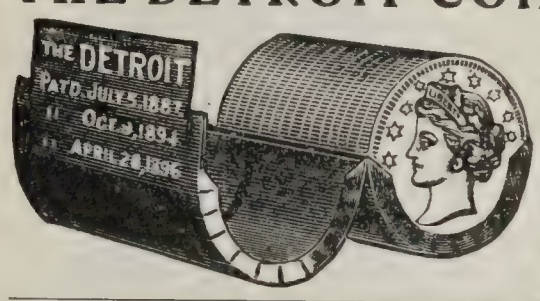
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THE DETROIT COIN WRAPPER



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Keep Track With Tacks

FOR THEN YOU'VE GOT THEM UNDER YOUR THUMB

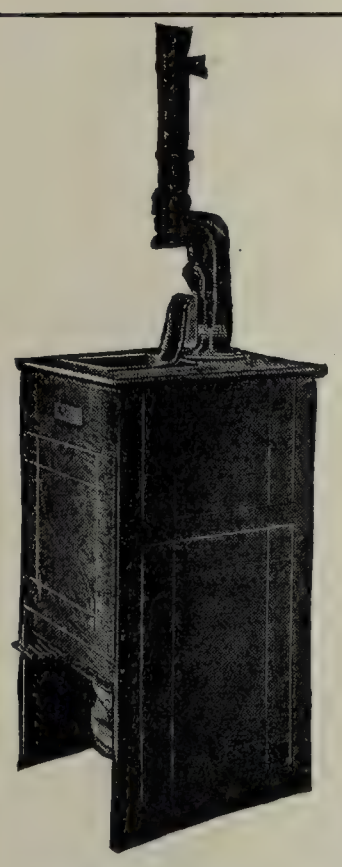
The Map and Tack or Routing and Recording System is adaptable to all lines—endorsed by up-to-date business men. Send for Catalogue and our FREE box outfit demonstrating the value of the system.

JOHN W. ILIFF & CO., 350 Wabash Ave., CHICAGO

PATENTS

SHEPHERD & PARKER
Attorneys-at-Law and Solicitors of Patents
892 F. Street, Washington, D. C.

PATENTS and TRADE MARKS secured promptly. Highest references from prominent manufacturers. Write for Inventors' Hand Book.



FOOT POWER PNEUMATIC TUBES FIT INTO ANY BUSINESS

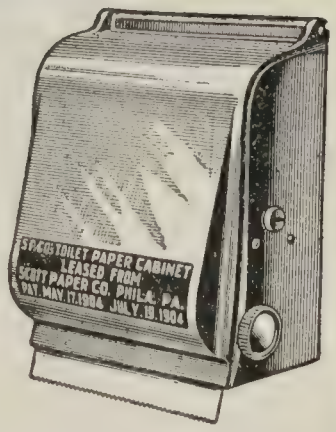
Pressure of the foot gives quick service between floors or departments, or between office and shipping room. No expense for power. Ask for booklet L.

Lamson Consolidated S. S. Co.

Pneumatic Tubes and Automatic Mechanical Conveyers.

161 Devonshire St., BOSTON

EFFECT A SAVING HERE!



YOU can save from one-fifth to two-fifths of your toilet paper expense by installing SCOTT PAPER HOLDERS. Holder allows passage of but one sheet at a time. Yale lock prevents theft. Regularly inspected and repaired free of charge.

In equipping a building, we will furnish with every case of our Scott Paper Company Toilet Paper the necessary

SCOTT PAPER HOLDERS FREE

TO THE EXTENT OF SIX TO EACH CASE OF PAPER

Used in Office Buildings, Mills, Factories, Hotels, and Railroads everywhere.

Our toilet papers are noted for their good quality and low price. Write to-day for prices and names of satisfied users of our cabinets.

SCOTT PAPER CO.
555 GLENWOOD AVE., PHILADELPHIA, U. S. A.

Hats, gloves and shoes, for which the exact sizes are required, can be presented through the medium of gift certificates which are issued by most shops.

These certificates, which are usually engraved artistically, sometimes on thin parchment, are very clever and easy ways of solving the gift question.

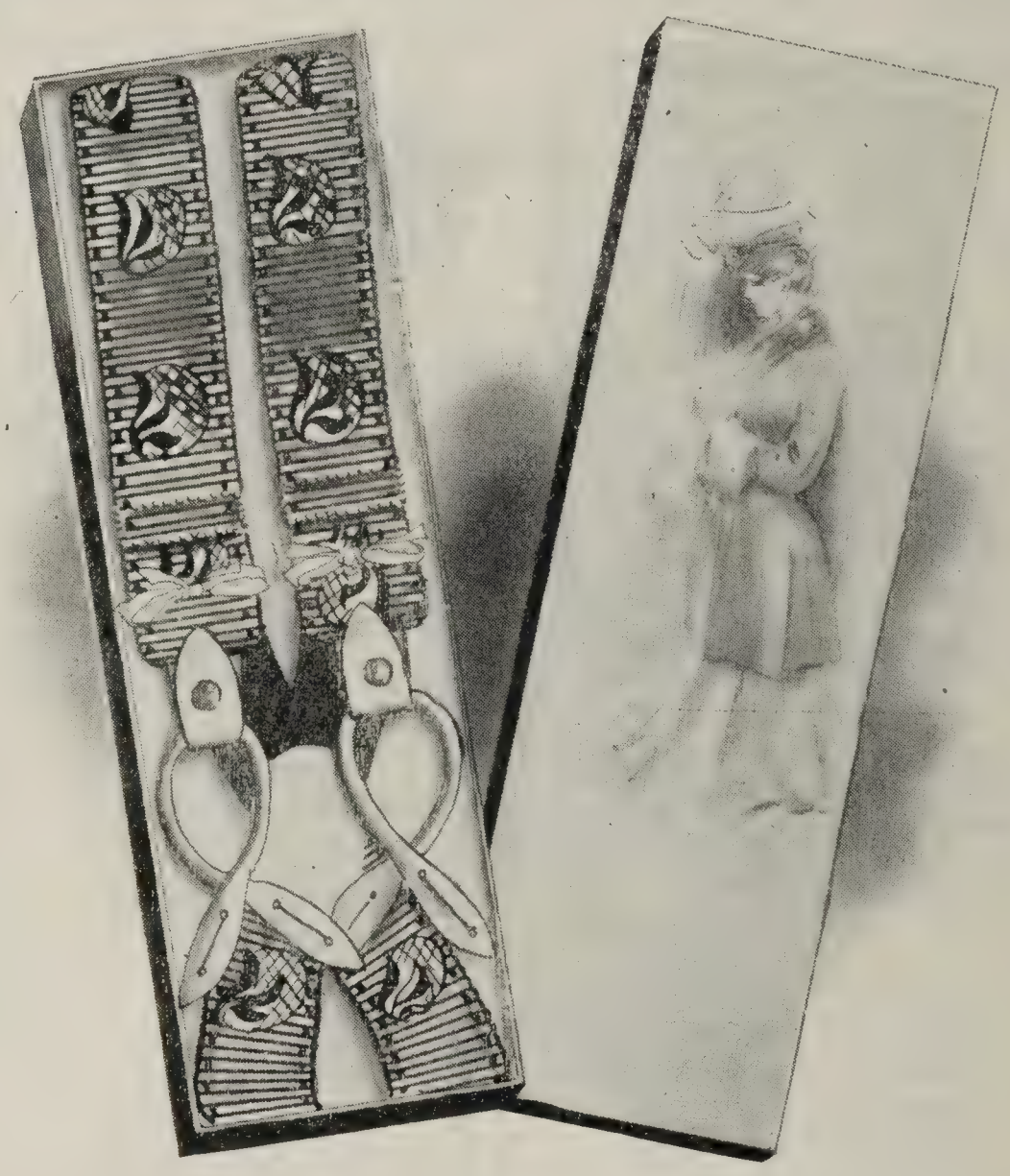
Although I stated that the selecting of appropriate gifts for men should be a comparatively easy task, I do not want it to appear that careful thought and discernment should not be used. Picking out in a haphazard way, cravating or any other part of a man's dress which is not confined to quiet tones and effects, without considering the person to whom it is to be given, will result disastrously in most cases.

Before choosing any of the accessories I have mentioned, the age, build and individuality of the man to whom the gift is to be given are to be considered and the article selected should be in accordance with these conditions.

For instance, to present a large, portly man with a small, willowy bamboo cane will hardly be good judgment nor should he be given the same coloring or pattern effect in neckwear or shirting that would be befitting a young, slender chap.

The question of catering to the individuality of the man to whom the gifts are to be given has been studied in its minutest details; even the complexion of a man, whether he is dark, light or medium, can be used as a cue from which to gauge the color of neckwear, hose, clothing, etc., that should be worn.

This may seem to be carrying the dress question to a rather extreme detail. Although I do not believe such a close study is necessary, generally, as instinct and common sense will usually prompt one to get the correct color style, I will give in part the Wallace Color Chart as an aid in selecting wearing apparel gifts; it will be found useful for this purpose.



House coats, robes and slippers make very acceptable presents to the men who delight in solid home comfort after the strenuous hours of business have ended. An evening relaxation in the same coat and shoes one wears all day is practically impossible; in the more commodious smoking jacket or house robe and slip-

FOR FIGURING PAY ROLLS AND LABOR COSTS
USE THE MORSE ROTARY WAGE TABLE

For hourly, weekly, bi-weekly, monthly, or semi-monthly pay rolls, for labor costs in hours or minutes.

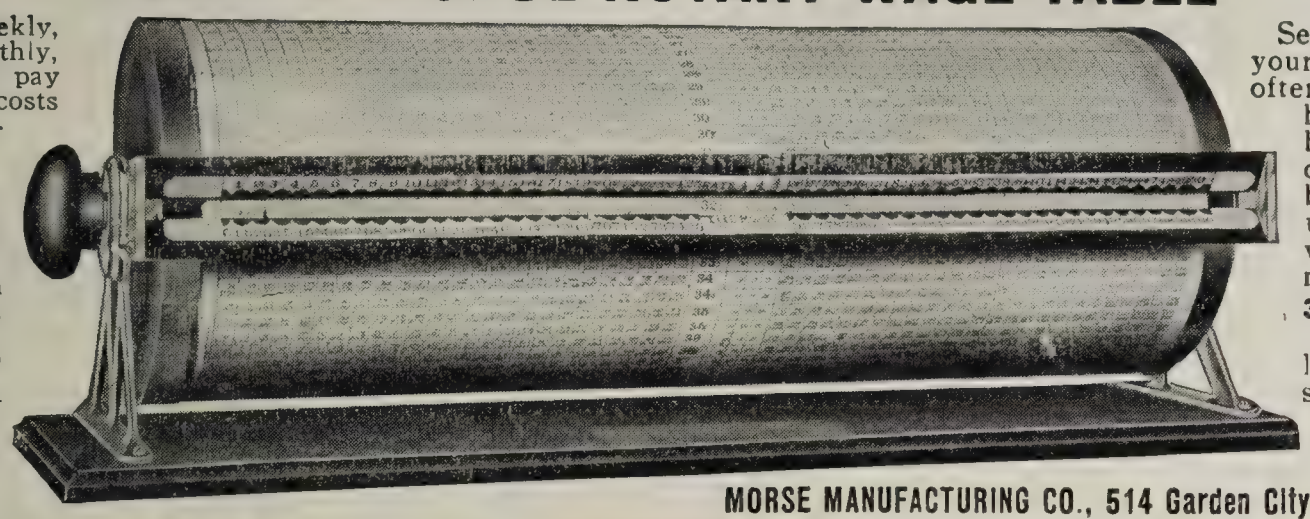
ACCURATE
SIMPLE
QUICK

One operation gets the amount.

Prices $15 to $35

according to requirements.

Special Machines to Order.



Send us list of your rates — how often do you pay; how many hours per day or week do you base your pay upon and we will send you a machine on

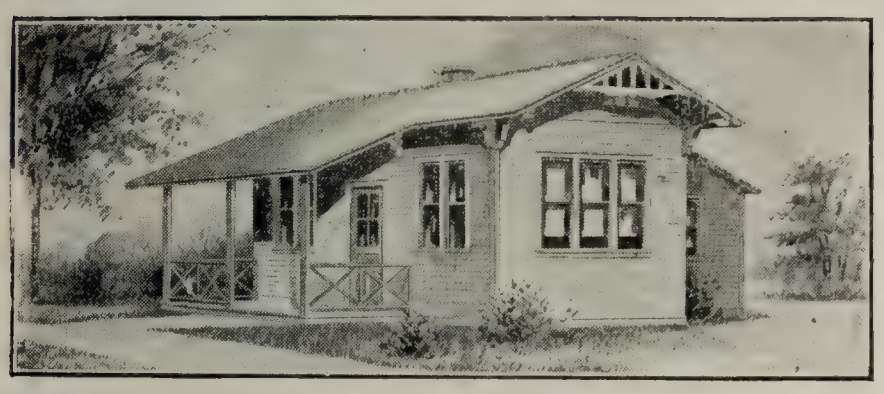
30 Days Trial

If you don't like it return same at our expense.

It won't come back

MORSE MANUFACTURING CO., 514 Garden City Bldg., CHICAGO

A Summer Cottage
Suitable For A
Christmas Present



"The Premier Idea"

It's really a very sensible gift to make to either friends or relations. It is one that will always be remembered—that will be as useful in summer as in winter—that, in short, will be suitable, practical, novel, and inexpensive

This is the idea. You send us a deposit on the cottage, the balance to be paid when you desire the house shipped. If you prefer to have it shipped at once we will do so; if not, we will store it free of charge for a reasonable length of time. A photograph of cottage, with appropriate wording, will be sent in time for Christmas presentation. Remember all we want now is the deposit. You pay the balance when the house is to be shipped, The prices of complete cottages are as low as $75.

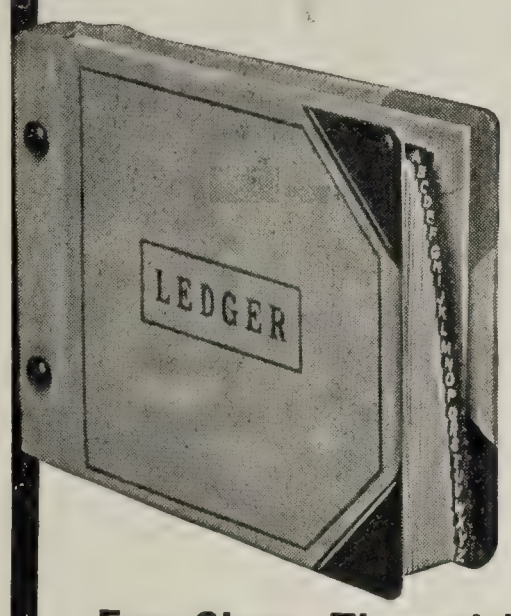
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The Chas. H. Manley Co., Inc.

Premier Works St. Johns, Mich.

POPULAR PRICED LEDGERS

Morehouse Ledgers are the best values in ledgers on the market. They are made with the Telescopic Back upon which we own the basic patent. This Back permits of an 80% expansion.



THIS LEDGER
(7 in. x 8½ in.)

$3.50

WITH

200 LEAVES AND INDEX

WILL HOLD 360 LEAVES

HIGH QUALITY LOW PRICE

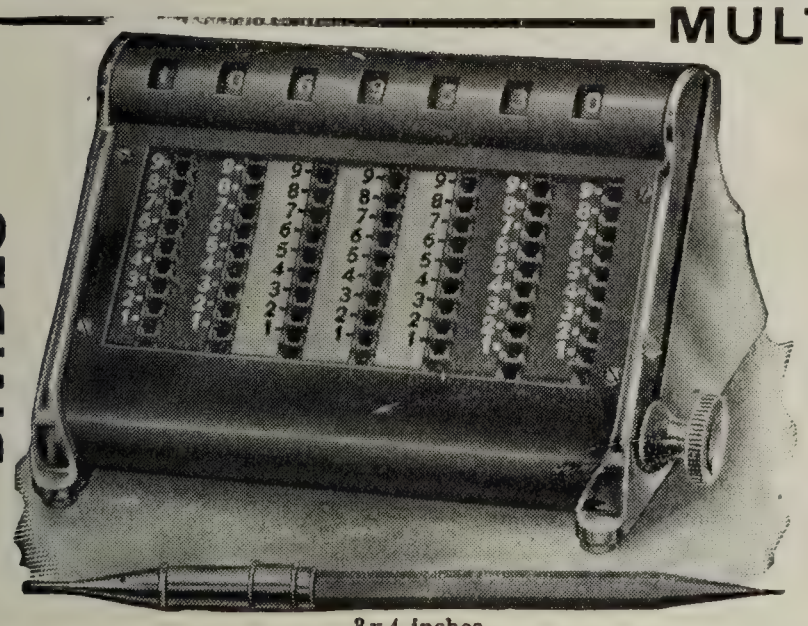
Four Sizes. Three styles of binding.

Large assortment of standard ruled pages carried in stock. Special rulings furnished to order.

Note:—We have special ledgers for dentists and physicians, also manufacture the celebrated Morehouse "Price" books.

THE HEINN CO. 25 ERIE ST. MILWAUKEE, WIS.

MULTIPLIES — DIVIDES — SUBTRACTS



3 x 4 inches.

$15 "GEM" Adding Machine

Free 10 Day Trial—We Pay Expressage

Has a **RESETTING DEVICE** that clears the dials to zero instantly. A High Grade Mechanical Production. Does the work of High Priced Machines. **CARRIES TOTALS** automatically. **Adapted to All Lines of Business.** ¶ The 'GEM" is our latest creation, and is identical with our famous Automatic Adding Machine ($10.00), with the addition of the only successful resetting device, on any low-priced machine. **Guaranteed for 2 years.**

CATALOGUE SENT FREE

AUTOMATIC ADDING MACHINE COMPANY

491 BROOME STREET NEW YORK CITY

pers, one can truly lounge, in the fullest meaning of that word.

Smoking jackets and house robes are shown in various patterns of stripes, checks and plaids in worsted and silk mixed fabrics. There is much imported in these garments but personally I see no advantage of the imported stuff over our domestic product.

Jewelry for men, in which category come scarf pins, studs for day and evening wear of pearl, moonstone and plain gold, link cuff buttons, watch fobs, chains and rings, and also the cane offers another wide field for gift suggestions.

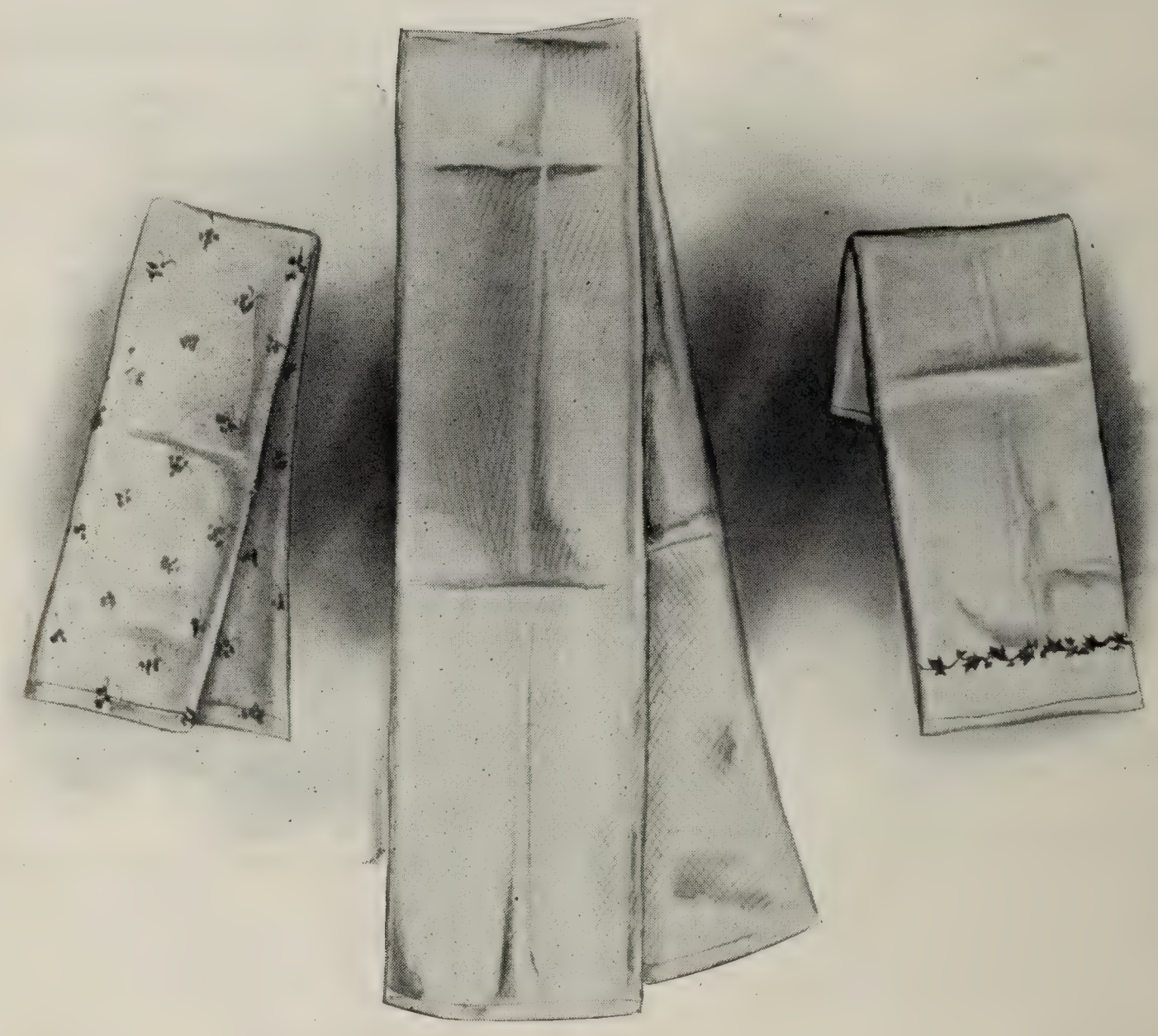
As diamonds and other expensive jewelry are not good form in a man's attire, a gift of jewelry does not necessitate an extravagant outlay, although several hundred dollars may be spent for a set of pearl studs if one wishes to expend an amount as large as this.

The selection of scarf pins in varied and attractive designs is exceptionally large. There seems to be no subject that is not used on a scarf pin. Those of sportative inclination, the athlete, the lover of animals and in fact all tastes can be catered to with a pin that will be particularly appropriate in its design.

A reproduction of a set of studs and links of moonstone and mother-of-pearl are here shown.

I advise extreme caution in selecting rings for men; except the plain gold seal, design of stones of very conservative tendencies, a man's hand should be free of any ornamentation.

Walking sticks, too, are made to blend with the individuality of the user. From the slender bamboo conceit with handles of various crooks and curves, silver or gold tipped and mounted, to the heavier serviceable canes for older men, a welcome Christmas gift can always be chosen.



One has only to glance at the artistically arranged windows of men's shops and other stores that exhibit men's apparel to appreciate what an extensive practical selection is offered for gift purposes.

Mufflers for day and dress wear are shown in exclusive patterns and colorings, black, white, pearl, gray, etc. They are made from different silk fabrics in either



After Shaving
use
MENNEN'S
BORATED TALCUM
TOILET POWDER

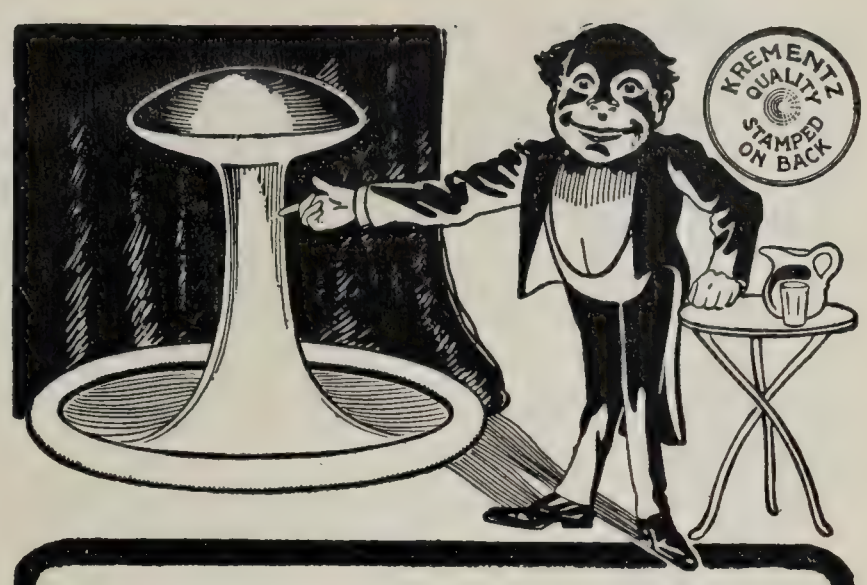


and insist that your barber use it also. **It is Antiseptic,** and will **prevent** any of the skin diseases often contracted.

A positive relief for **Sunburn, Chafing,** and all afflictions of the skin. Removes all odor of perspiration. **Get Mennen's**—the original. Sold everywhere or mailed for **25** cents. *Sample free.*

Try Mennen's Violet (Borated) *Talcum.*

GERHARD MENNEN CO., Newark, N. J.



And now, LADIES AND GENTLEMEN, I wish to inform you that it is not necessary to INSURE YOUR COLLAR BUTTON, BUY A ONE-PIECE

"KREMENTZ"

which carries automatic insurance. If anything happens to it your dealer will give you a new one. But nothing can happen. It is made in one strong piece. No joints. No soldering. Will not bend or break. Easy to button and unbutton because it is correctly shaped. Double thick shank. Graceful design. 21 models for ladies and gentlemen; gold, silver or rolled plate. Be sure you get the "KREMENTZ."

Free booklet, "THE STORY OF A COLLAR BUTTON," gives entertaining information. Want one?

KREMENTZ & CO.
65 Chestnut Street NEWARK, N. J.



The SUCCESS of the SEASON

A COLLAR

That is very popular—now

It wears well, washes well, fits well, and does not show traces of hard wear as readily as most collars do.

LONDON TOWN
BRAND.
LINEN COLLARS.

are made of the best Irish linen. They do not get saw edges—sharp points—the wings do not break off—they do not wrinkle—get flabby and do not shrink—as the cheaply made cotton collars sold as linen do.

They are as perfect as care, caution, experience and the most perfect equipped plant can produce.

A 25c. collar at 2 for a ¼ in ¼ sizes.

At dealers who keep Right Furnishings.

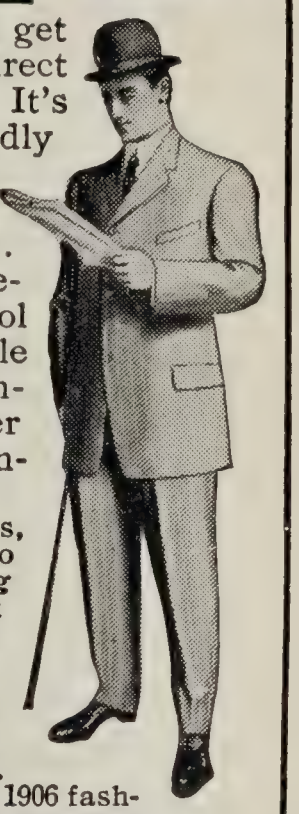
Send for illustrated Book "How We Be-Linen You" **FREE**

MORRISON SHIRT & COLLAR CO.
DEPT. B. **GLENS FALLS, N. Y.**

If your dealer cannot supply you send 25 cents for two London Town Linen Collars.

This cut shows our MILLBANK
A stylish, comfortable sensible collar, with plenty of tie space.

Order Your Fall Suit
From the Wholesale Maker



SEND for samples **today** and get started now in dealing direct with the **wholesale** tailor. It's a **big** advantage, you can hardly realize what a substantial saving you make and what clothes satisfaction it means to you. Just now we are making a specialty of a black, fine, pure, all wool Thibet Suit, at only $10.00, single and double breasted style, without doubt the greatest value ever offered, materials and workmanship guaranteed absolutely.

You can't tell it from $20 and $30 suits, the cloth is so fine and it's tailored so perfectly; Venetian silk finished lining all the way through. **$10** is all we ask for it, and when we send it, mind, **you** are to be the judge, not we. Also a big line of higher and lower priced fabrics for suits **and Overcoats.** Perfect fitting striped and plain worsted and cassimere trousers at $2.50, $3.00 and $3.50.

Samples, measurement blank, Fall 1906 fashion plate and tape line, all sent **at our expense.** It will astonish you what a benefit it is to deal direct with the wholesale maker. $10 will do the service of $20. Better send for samples right now while you are thinking of it. **Don't delay.** Address

FELIX KAHN & CO. Established 1882
Market & Van Buren Streets, Dept. 9, CHICAGO

We will fill orders direct from every town where not already represented by local dealer. AGENTS WANTED EVERYWHERE.

solid tones or in figured and embroidered effects.

The illustrations show the newest ideas in the muffler line.

In cravating, the bow, four-in-hand, puff and ascot in widely varied shades and designs are exhibited; it should always be an easy matter to select the proper coloring and pattern from the pleasing array of shirts that are shown.

The color chart given above should be of assistance in buying cravats, shirts and hose as gifts.

The ordinary plebeian, though indispensable, suspender, hose supporter and belt



are enthroned in state with the advent of Christmas shopping. We then find these articles in artistically decorated, fancy boxes, ready to make the man happy who has wrestled with a broken suspender or hose supporter and has had to go to his business with some sort of a make-shift, knotted arrangement because he did not have another pair.

A resume of men's wearing apparel will reveal dozens of other items that offer a quick solution to the Christmas gift problem; gloves, hats, fancy vests, hose, shoes, etc., are all appropriate gifts according to the degree of intimacy between the giver and recipient.

Where the giving is outside of one's family and to less intimate friends, a very proper offering can be found among leather novelties. If one takes the time to inspect the extensive and varied array of leather goods for men that the average jeweler exhibits, it will not take long to determine what will be suitable for men

CHART

(Copyright by Frank T. Wallace, 47 Cortlandt Street, New York.)

DARK COMPLEXION—DOMINANT COLORS.

SCARFS.
Red.
Lavender-green.
Purple-gray.
White figured.
Black.

HOSE.
Black-gray.
Lavender-green.
Maroon.
Tan.

SHOES.
Black patent colt.
Calfskin.
Winter oxford, russet.

HAT.
Derby, black.
Alpine or Telescope, pearl.

SUIT.
Gray.
Black.
Black and White.
Dark Worsteds, with color tinge matching tie or shirt.

LIGHT COMPLEXION—DOMINANT COLORS.

SCARFS.
Blue.
Maroon.
Gray.
White self figured.
Black self figured.

HOSE.
Blue.
Gray.
White.
Black.
Tan.
Green.
Maroon.

SHOES.
Black patent colt.
Calfskin.
Winter russet.

HAT.
Derby, black or brown.
Alpine, gray or black.

SUIT.
Blue.
Gray.
Black.
Medium light grays in overplaid or mixture.

MEDIUM COMPLEXION—DOMINANT COLORS.

SCARFS.
Claret.
Red.
Lavender.
Gray.
Brown.
Blue.

HOSE.
Lavender.
Black.
White.
Tan.
Green.
Maroon.
Blue.

SHOES.
Black patent colt.
Russet or black.
Winter oxford.
Calfskin.

HAT.
Derby, black or brown.
Alpine or Telescope, pearl or fawn.

SUIT.
Gray.
Black.
Brown mixture.
Dark green effects.

TAN COMPLEXION—DOMINANT COLORS.

SCARFS.
Red.
Navy.
Brown.
Wine.
Gray.

HOSE.
Lavender.
Black.
White.
Tan.
Green.
Maroon.
Blue.

SHOES.
Black patent colt.
Calfskin.
Winter oxford.
Russet or black.

HAT.
Derby, black.
Alpine or Telescope, pearl or black.

SUIT.
Blue.
Gray.
Black.
Dark green mixture.
Mixtures with color tinge of shirt or tie.

who run the entire gamut of diverse tastes and inclinations.

In the line of leather conveniences may



Bull Dog SUSPENDERS

50¢

Superior in material, workmanship and worth, containing more and better rubber than any other suspender made, with soft, pliable indestructible leather ends and metal parts that cannot rust or soil the clothes, strong.

THEY OUTWEAR THREE ORDINARY KINDS

Made for man and youth in LIGHT OR HEAVY weights, or extra long, at no extra cost.

ATTRACTIVELY BOXED IN SINGLE PAIRS. BULL DOG SUSPENDERS MAKE HOLIDAY GIFTS EVERY MAN AND BOY WILL GLADLY RECEIVE

SOLD BY ALL DEALERS

or by mail, postpaid, for Fifty Cents. Money back if they don't satisfy.

HEWES & POTTER, Dept. 5, 87 Lincoln St., Boston, Mass,

Largest Suspender Makers in the World

Our handsome, refreshing BULL DOG SUSPENDER COMB AND CASE sent for Ten Cents postage. Instructive Booklet, "Style, or How to Dress Correctly," free if you mention this magazine.



SAVE YOUR TROUSERS

THE OUTOSITE PROTECTOR

Saves the edges of your trousers from wear, wet, walking and dirt and keeps them in shape rolled up or down. Handiest thing of the kind made. Attached in two seconds and "stays put." It's catching on like wild fire. Sample pair 10c. postpaid. One-half dozen pairs one-half dollar.

DEALERS WANTED

First-class proposition to dealers, jobbers and wholesalers. **There's money in it.** Exclusive territory given. Full information promptly furnished.

SNAP FOR AGENTS

Big profit, easy sales. Salesmen can make money handling as a side line. Write at once to

OUTOSITE NOVELTY COMPANY, Dept. 20, LOS ANGELES, CALIF.



I Want Your Oldest Typewriter

Oiled with "3 in One." Stops the rattle, makes every action point smooth and sure—cleans and polishes all the rods, letters, keys, so machine looks like new. Don't buy a new machine till you know what "3 in One" can do for your old one. Write for generous sample and special typewriter circular—both free.

G. W. COLE COMPANY

100 Washington Life Building, New York City

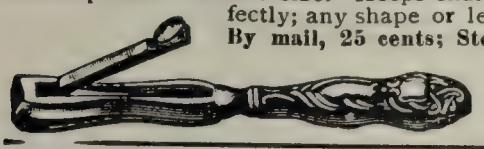
The Beauty Curve in Nail Cutting is Given by

GEM NAIL CLIPPER



A Complete Manicure Set

Nickel-plated. Pocket size. Keeps sharp for years. Trims the nails perfectly; any shape or length desired. **Sold everywhere. By mail, 25 cents; Sterling Silver Handle, price $1.00.**



The H. C. COOK CO.,

17 Main Street, Ansonia, Conn.



Send 10 cents in silver or stamps for a large sample pouch and booklet; both will be a delight to you.

THE FINEST PIPE TOBACCO SENT DIRECT FROM FACTORY TO SMOKER

This trial offer is to convince **you** who tire of ordinary tobacco that after all there **is** one that delights **continuously**. That one is

FRENCH'S MIXTURE

It comes to you direct from the maker with all its exquisite original aroma and known purity. This insures you against substitution and dried-out, stale store tobacco. French's Mixture won't "tire" or "bite" the tongue, because it's a superior product scientifically handled, blended and always in condition. We also sell it direct to save middlemen's profits. We put those profits into improving quality, making it rightfully

"THE ARISTOCRAT OF SMOKING TOBACCO"

FRENCH TOBACCO CO.

Dept. C. Statesville, N. C.

SPENCERIAN STEEL PENS

Spencerian Pens are ink savers, time savers, temper savers.

They never balk or splatter the ink.

If you buy a dozen pens, or a box, you'll find each pen perfect and even of point.

There's a Spencerian Pen made that will just suit your style of writing.

We will send you a sample card of 12 pens, different patterns, upon receipt of 6 cents in postage.

Spencerian Pen Co., 349 Broadway, New York



Just What YOU Need at Home

For doing the necessary repairing of the "every day" jobs in your home and doing them **right**—there is no better or more practical article on the market than the

No. 602

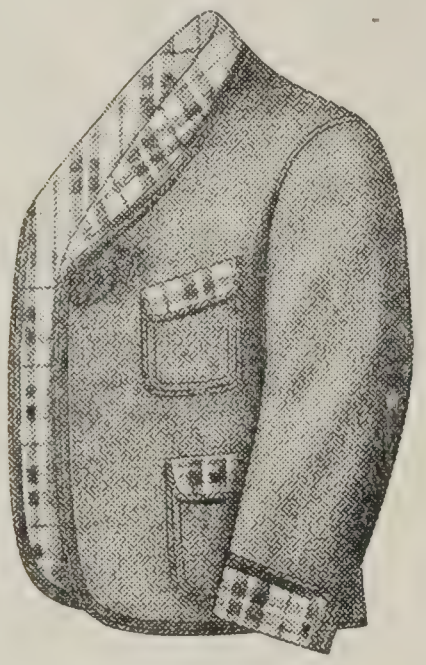
"NAPANOCH" Pocket Knife Tool Kit

It embodies all the Tools required—a Pocket Knife, a Saw, a Reamer, a File, a Chisel, and a Screw Driver. The Bag (which we provide) holds all the Tools—it can be carried in your pocket. No "hunting" or "fussing" when you want a particular tool. The "NAPANOCH" is always "on the job." Sent postpaid on receipt of price, **$2.25.** Guaranteed unconditionally.

U. J. Ulery Co., 7½ Warren St., New York

be mentioned coin purses, bill folds, memo. and note books.

Here we also find razor rolls, fitted toilet cases and a very useful English importation called "Hasty Line Letterets"—this last consisting of a sheet of paper and envelope in one piece, the block of paper renewable, in a cover pad case fitted with ink well, stamp box and pen. The above mentioned novelties are made in pig skin,

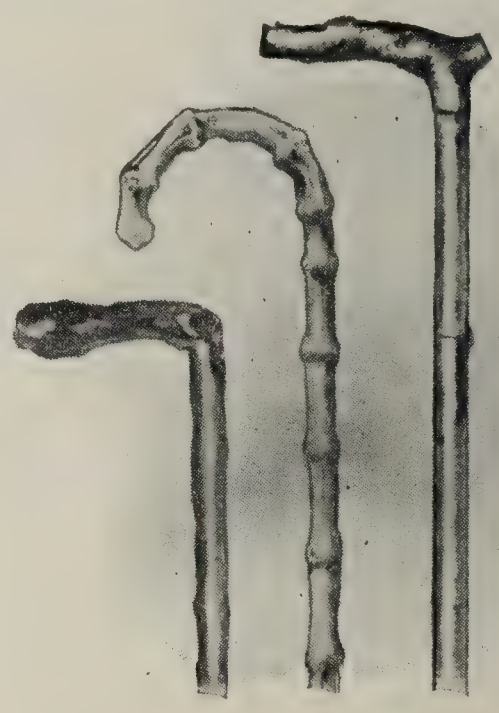


sole leather, seal and bridle leather and Morocco in red, purple and gray.

For the sportsman and motorist there are shown soft leather gauntlets and gloves, leather covered flasks, bottle sets, lunch kits, etc.

To the card player, fine quality playing cards in handsome leather cases, bridge sets, poker outfits and other card paraphernalia will surely bring delight.

To the traveler, one can appropriately give traveler's watches and clocks in leather cases or traveling bags and kits



which are outfitted with all the conveniences that men on the road will use.

Jewelry button boxes made of bridle leather and pig skin, lined with reindeer skin, holding scarf pins, collar and cuff buttons and other items of men's jewelry —sole leather hat boxes, hand sewed— writing portfolios of Morocco—handsomely encased whisk brooms are other of the numerous leather novelties one finds in the well-appointed shops.

Financial Arithmetic

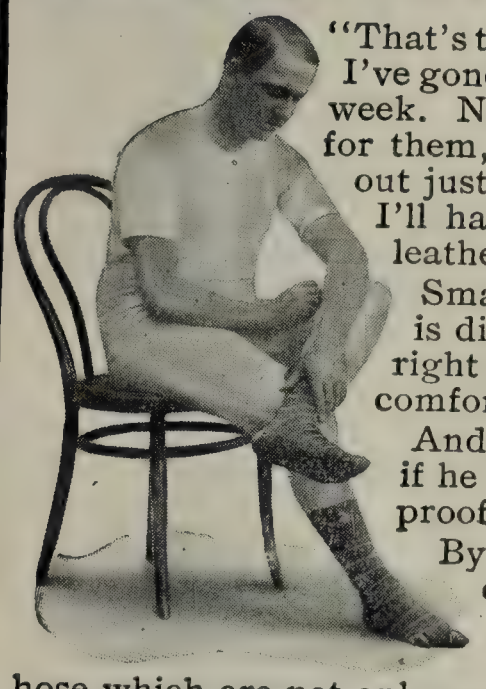
THE head of the actuarial department of one of the largest bond houses in Wall Street says that one of the rarest things to find is a thorough knowledge of the ordinary principles of financial arithmetic.

Clerical talent does not seem to have been trained to that end, especially, and most of those who are masters of their work have had to be taught from within the ranks. It does not seem to be a part of the program of public or private instruction to provide for this kind of attainment, although it is of the utmost fundamental importance. Indeed the whole machinery of finance depends on clerical efficiency.

What constitutes efficiency in this particular field? (1) The mastery of a few fundamental principles, including those of percentage, interest, foreign exchange, etc. (2) The capacity to analyze the condition of a problem so as to apply the proper principle to its solution. (3) The ability to use reference books and other established sources of information. (4) Speed in the use of correct methods to obtain results.

Accuracy, speed and analytical capacity comprise the gist of these. They are the qualities, moreover, which help their possessors along the path of promotion, provided always that there are no personal qualities of such a character as to negative a man's usefulness for places of greater responsibility than clerical talent requires.—*Exchange.*

Are Your Sox Insured?



"That's the second pair of sox I've gone through inside of a week. No matter what I pay for them, they seem to wear out just as quickly. Guess I'll have to start wearing leather stockings."

Small wonder our friend is disgusted. He has a right to expect value and comfort for his money.

And he would get it, too, if he only knew of Holeproof Hosiery.

By a new process of combining certain yarns, we are able to manufacture hose which are not only most comfortable and attractive in appearance, but which we guarantee *to wear six months without holes.*

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"We guarantee to any purchaser of Holeproof Sox or Holeproof Stockings that they will need no darning for 6 months. If they should, we agree to replace them with new ones, provided they are returned to us within 6 months from date of sale to wearer."

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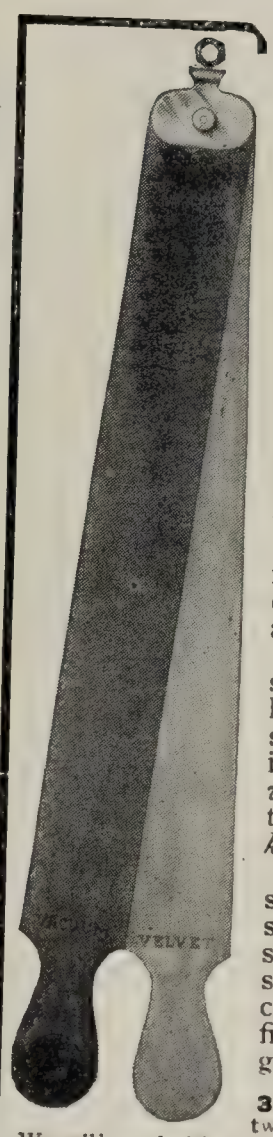
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The Food We Eat

By EUGENE CHRISTIAN

PEOPLE may be divided into three general classes; those who produce wealth; who store and distribute and those who through the complexity of our economic system, do neither, but manage to live from the labor of the other two classes.

The actual producer by reason of the physical exercise necessary in the pursuit of his vocation obeys, to some extent, the primary laws that govern the conversion of food into blood. The question therefore of diet so far as mere strength is concerned is with this class the most important.

The third class, who neither toil nor spin, we are not much concerned about, for if they should all die with hemiplegia from an overfeed of pulke and pate-de-foie-gras they could be spared, but the real business man is a very important factor in society and some dietetic Moses should arise and tell him something about his food.

Man should realize that he is not so much the sum total of what he eats as of what he appropriates—what his body uses. What he can appropriate or use is determined very largely by his vocation and environment.

Feeding, which in its last analysis is but the primary process of making energy, should be governed by three conditions.

First—Age.

Second—Temperature of environment, and

Third—Work, or labor; for example, the food of the youth whose frame is undergoing the process of construction should be very different from the adult whose growth has been attained, and who is expending in his daily activities a very different kind of energy.

The food of an individual in a warm or tropical climate should be vastly different from that which he would consume in a lower temperature, though engaged in the same kind of labor. The diet should also be selected according to the character and strenuosity of the work.

It is now a well-established fact that the manual laborer consumes from 20 to 25 per cent more food than is actually necessary to furnish the power required for the consummation of his daily task.

I have demonstrated beyond a doubt that the average business man also consumes from 30 to 40 per cent more food than is necessary to supply the energy he expends to say nothing of the quality and murderous combinations he daily indulges in.

The human body is composed of numerous complex chemical compounds. The fat material from which these are chiefly derived are divided into three groups, which are proteids, fats and carbohydrates.

The average sedative worker needs about 60 grams of proteids daily to replace the body tissues destroyed in the life processes. In addition to this he requires enough other food material to yield his body something like 2,000 calories of energy—this should be supplied by fat and carbohydrates, the relative proportions of which should be about one of fat to four of carbohydrates; although the individual digestive system must be considered if we wish to gain the highest efficiency with the least waste of vitality in assimilation.

Every business man who regards his health as of any value should know something about the food articles that contain these staple life-giving elements. He should also make himself somewhat acquainted with the proportion of these elements certain foods contain, as perfect mental and physical health can only be enjoyed when the body is fed, first on such foods as contain all the elements of nourishment Nature requires; second so divided as to supply these elements in approximately the right proportions.

The proportions above named are quite as important as the articles themselves. Every calorie of any particular food taken in excess of the physical requirement must be disposed of at great expense and haz-

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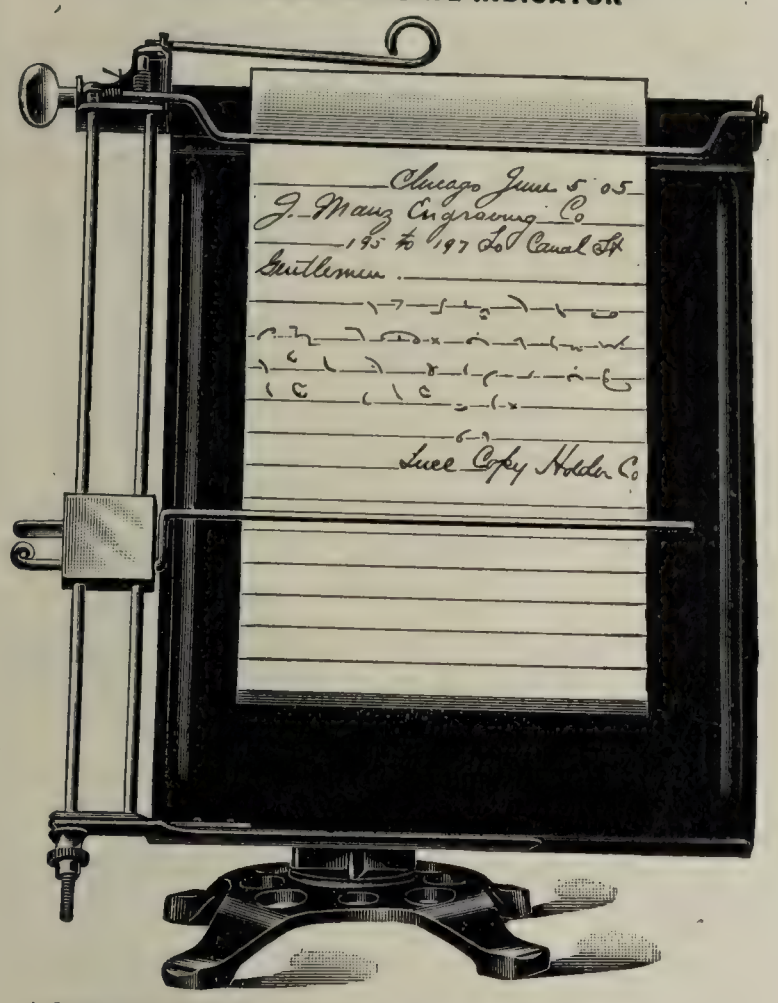
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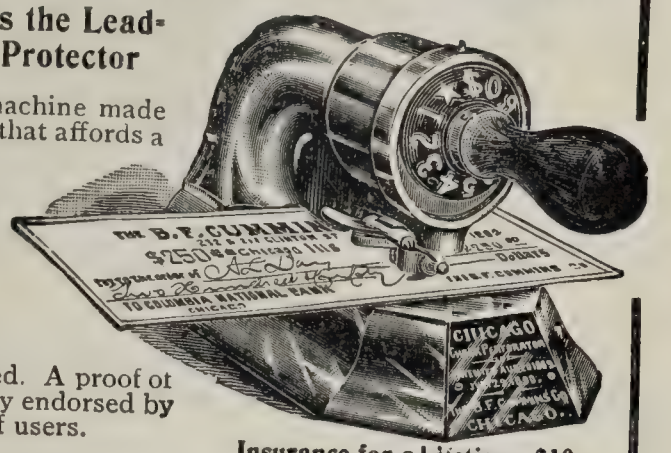
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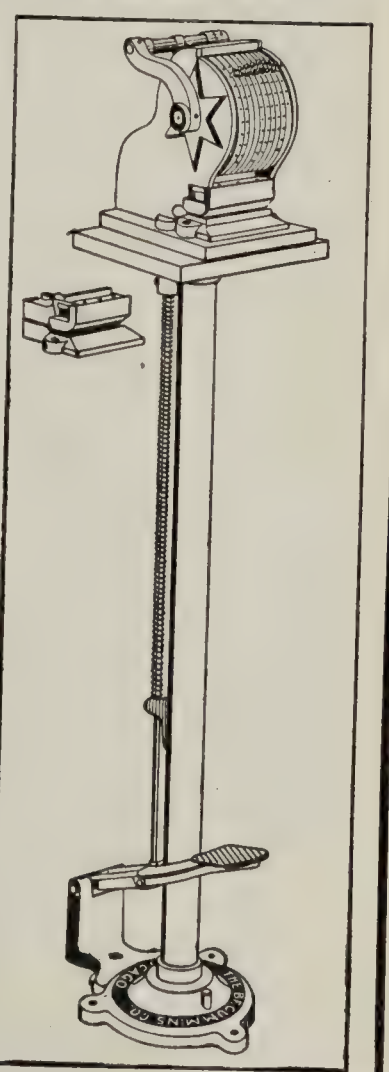
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ard; for instance, the constant ingestion of an excess amount of proteids leads to cerebral hemorrhages from which come a long train of maladies including paralysis, impairment of the sight, hearing and other senses.

Over ingestion of carbohydrates is the direct cause of rheumatism, gout, Bright's disease, obesity, diabetes and its great train of kindred ills.

The human body is a most accommodating automatic machine in which is located a most wonderful chemical laboratory. It will dispose of a reasonable excess of any one food principle for a time, by storing it up in the cells wisely contemplating future use, or by throwing it off through some of the excretory channels, but where these excesses are indulged in three times per diem, 365 days in the year, the automatic workings of the body thus imposed upon, cease to perform their functions and Nature settles with the law-breaker in some drastic way.

There is a wide-spread opinion among people that food reform means a very great sacrifice. That one is deprived daily of all the good edible things, and that dieting is equivalent to taking medicine. This theory is wholly without foundation or fact upon which to rest. A perfectly balanced diet appeals to, and excites the highest sense of taste. Nature has established perfect harmony between the body and the combinations of food it requires. The taste stands at the vestibule as a policeman to see that nothing goes into the laboratory except that which is natural and needful. Many of the articles called food that adorn the average table are demanded by an appetite warped and perverted by the same processes that an appetite for tobacco, liquors and all narcotics are produced.

Indigestion is a good thing, it is Nature's first red light; when this paternal warning against the first sin is given, the usual custom is to "take something," which is a method or process of deadening or paralyzing the delicate nerves that are conveying the intelligence to the brain that something is wrong.

If a messenger should rush into your private office and tell you a burglar was robbing your vault and you should strike him down for conveying to you the unpleasant information you would be acting with exactly the same wisdom that you display when you "take something" for indigestion, or any disorder of the stomach and intestinal mechanism. The thing to do is to pay the penalty like a man; for suffering is the only true scale on which you can weigh your crime. It is a process of stamping upon the brain the facts concerning the misdemeanor, and if you go honestly through with the case you will not be apt to repeat it; but when you can sin on a credit,—dodge the natural consequences of wrong by "taking something" you silence the tongue of Nature—you cannot tell the gravity of your error, and you are most likely to repeat it again and again until Nature settles with you some fine day all at once by a "stroke" or some form of violent congestion or arterial overflow which the learned guessers are pleased to call "heart failure." On this point the doctors and I agree perfectly, as I have never known a man to embark for the henceforth with his heart gaily beating off 80 lusty pumps to the minute.

The logical remedy is to remove the cause. The causes are errors in either the selection, the quantity, or the combinations of food.

Nature is ever striving to bring to perfection everything she produces. One of her methods of doing this is to strike a trial balance at certain periods of time between her structures and structural material. This she does in some cases daily, sometimes weekly, monthly or annually. Her best efforts to enforce obedience to her laws of nutrition are to give signals daily, or after each meal so that errors, if there be any, can be removed or omitted. The weekly or monthly sick headache, tinge of rheumatism, gout, dizziness or palpitation of the heart, the annual spell of sickness are the quiet and unerring voices of Nature telling us that we have erred in our methods of feeding, motion and oxidation.

Now and then one may succeed in killing all distress messengers, snuffing out all the red lights by "taking something" and above middle life may boast that they can eat whatever they want in any combination and quantity. Against this class Nature keeps her unswerving records, and the day of settlement can no more be escaped than can obedience to the laws of gravitation.



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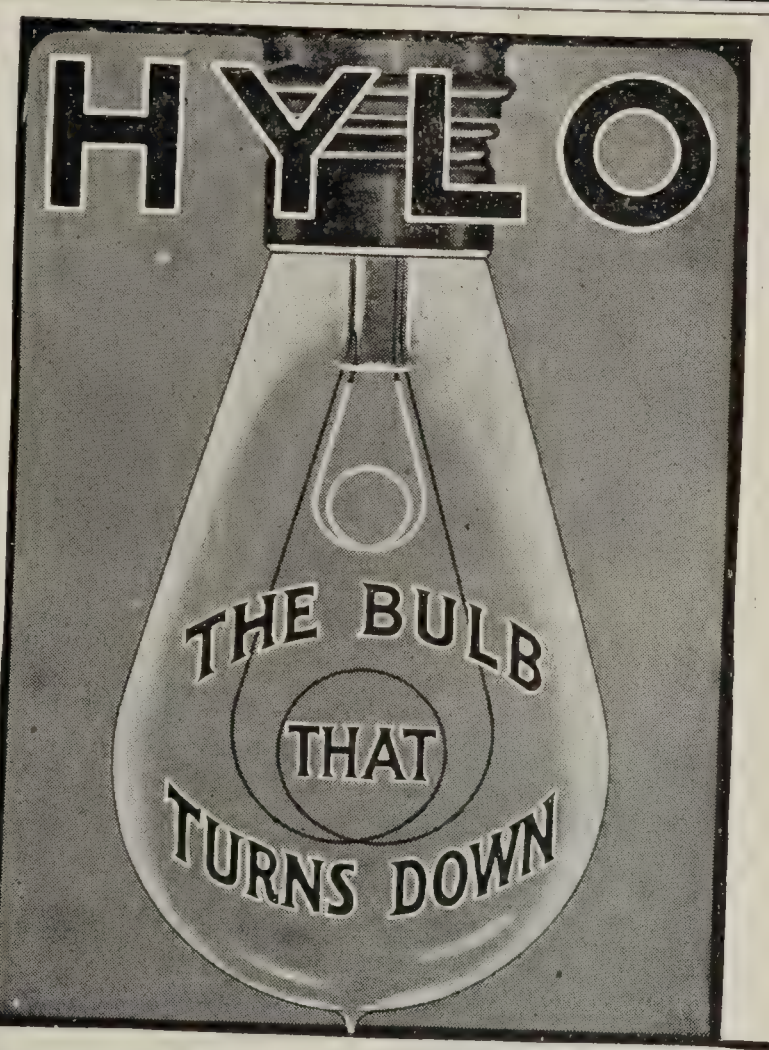
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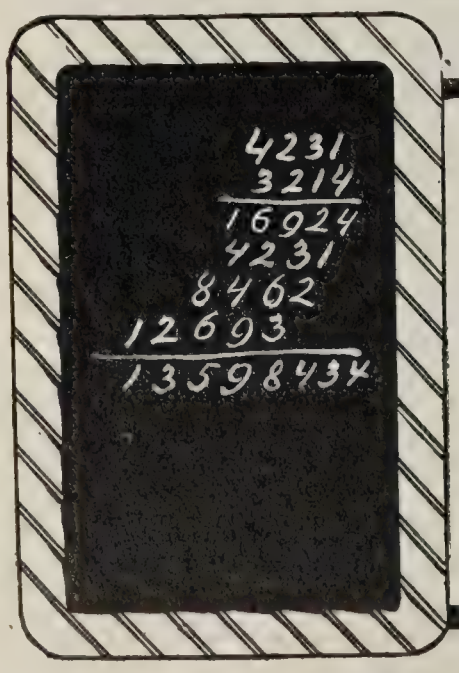
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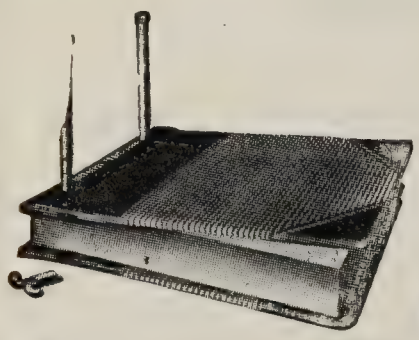
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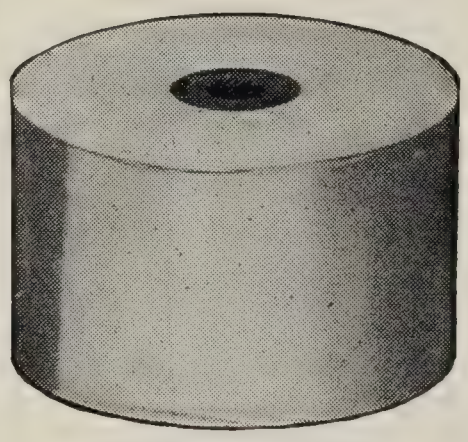
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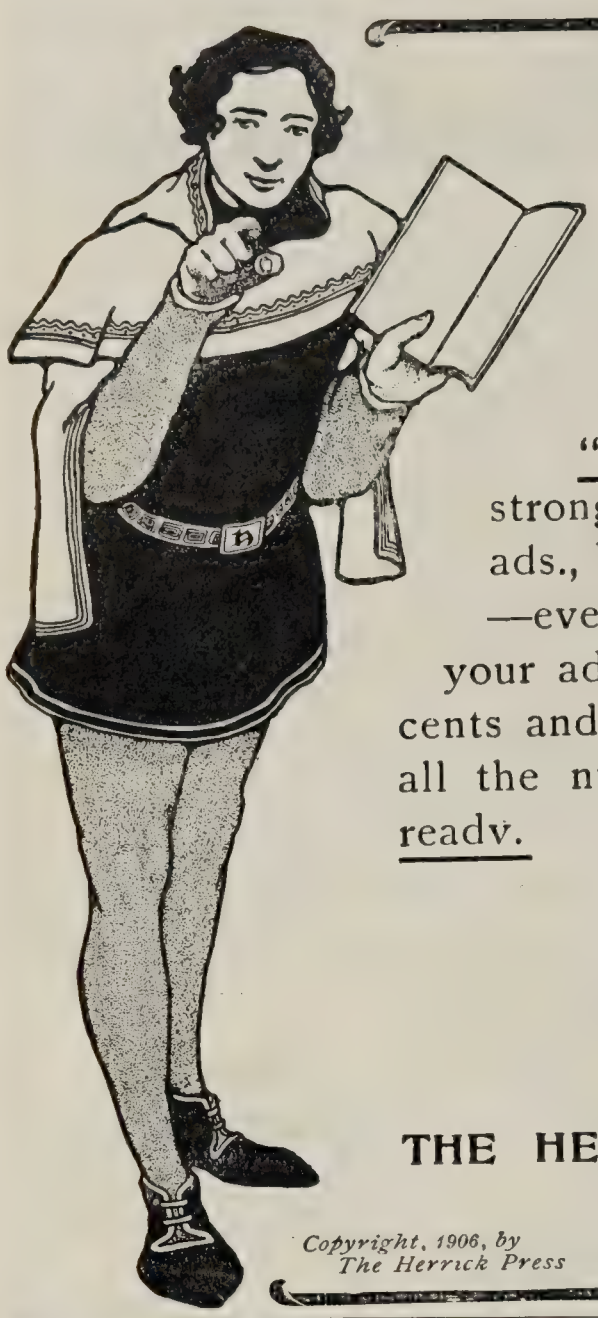
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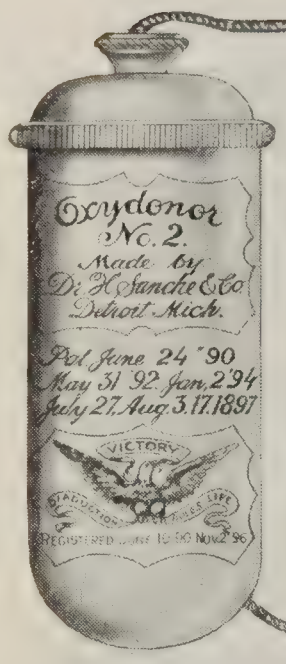
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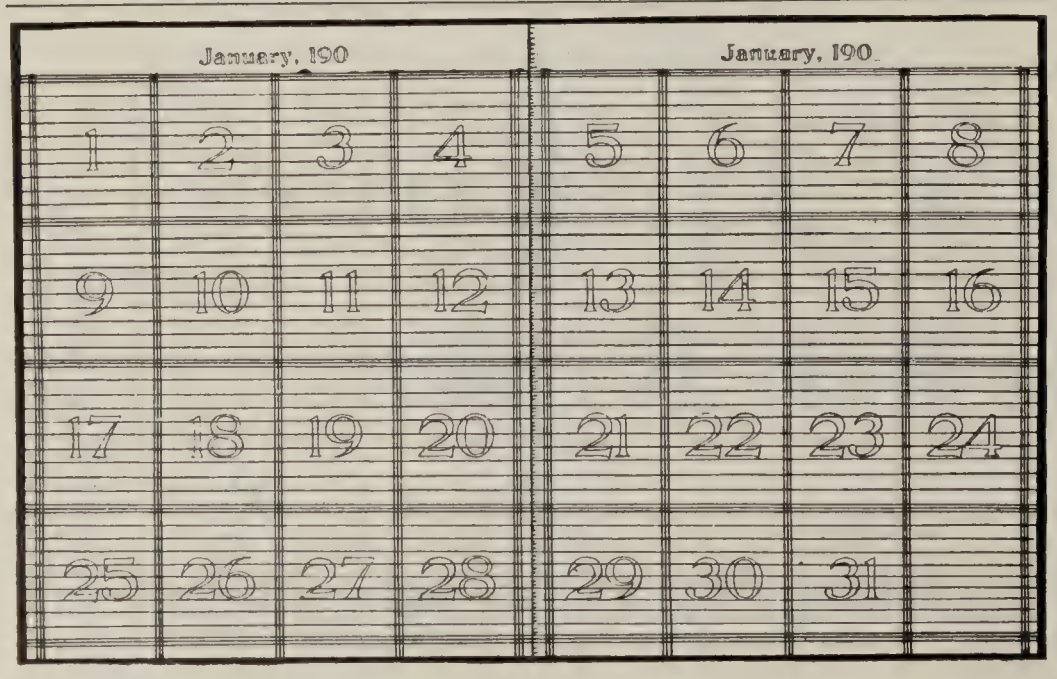
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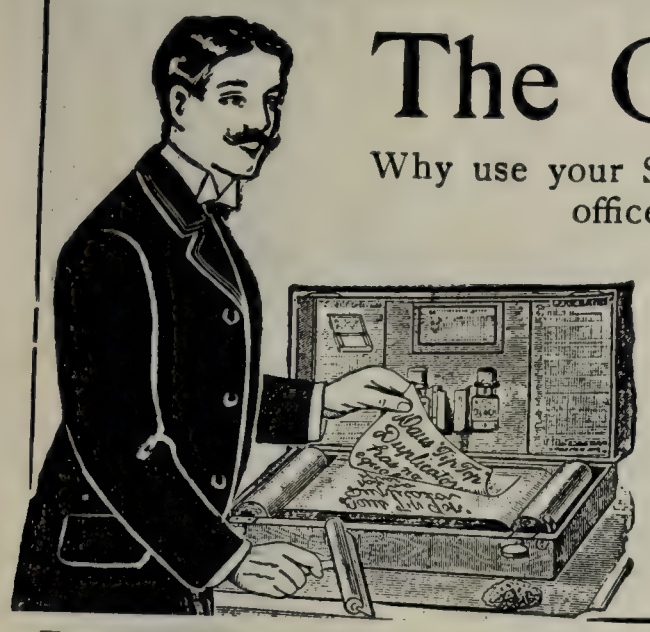
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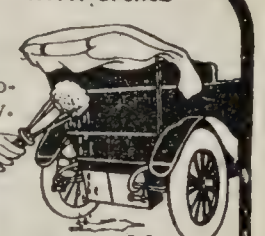
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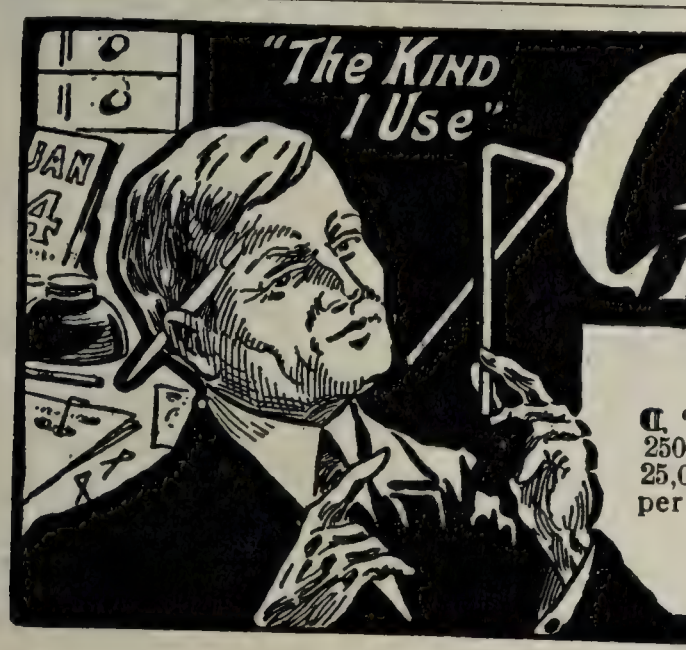
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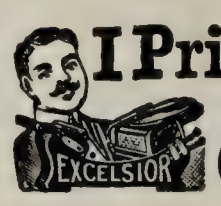
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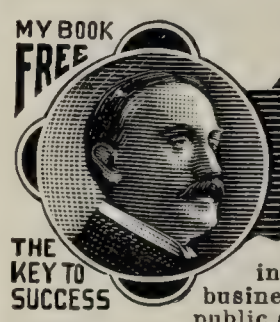
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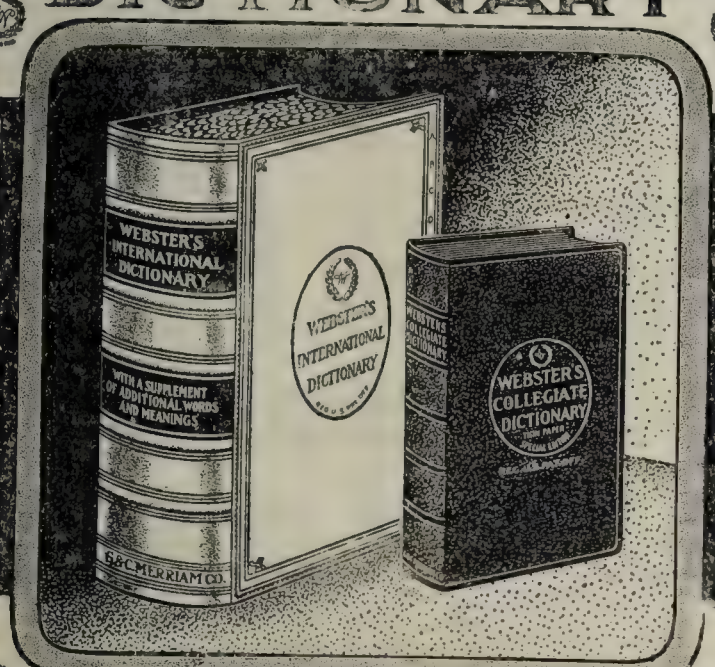
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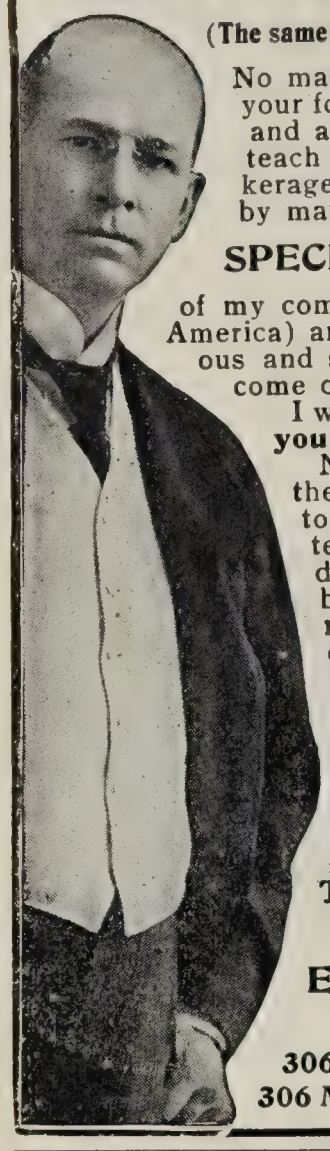
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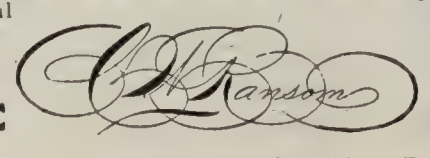
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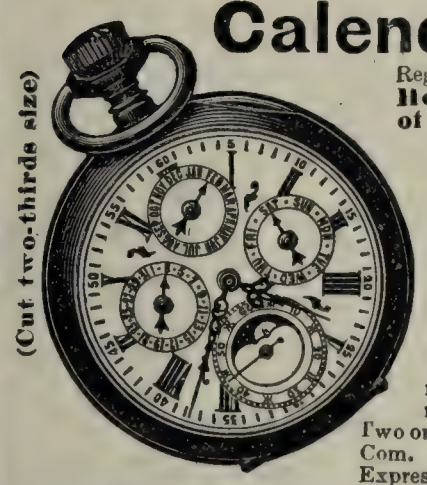
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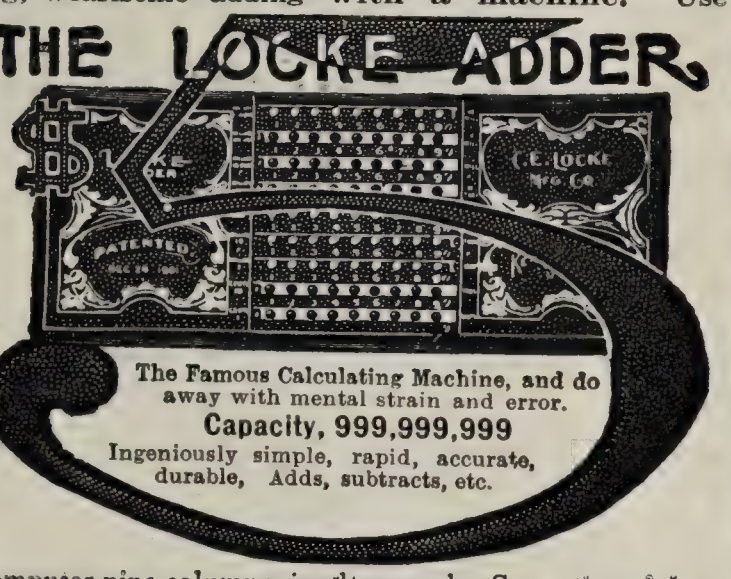
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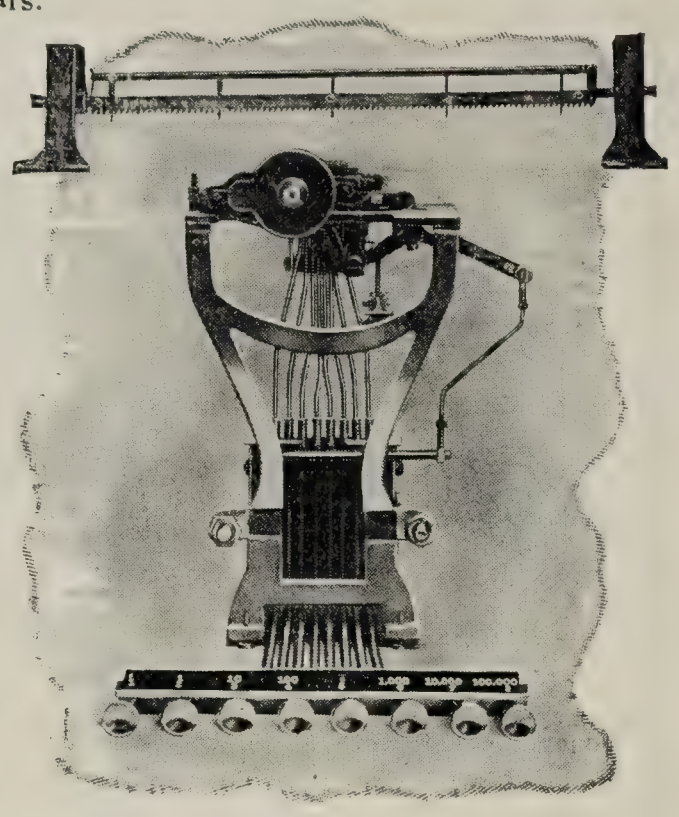
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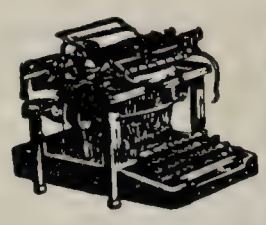
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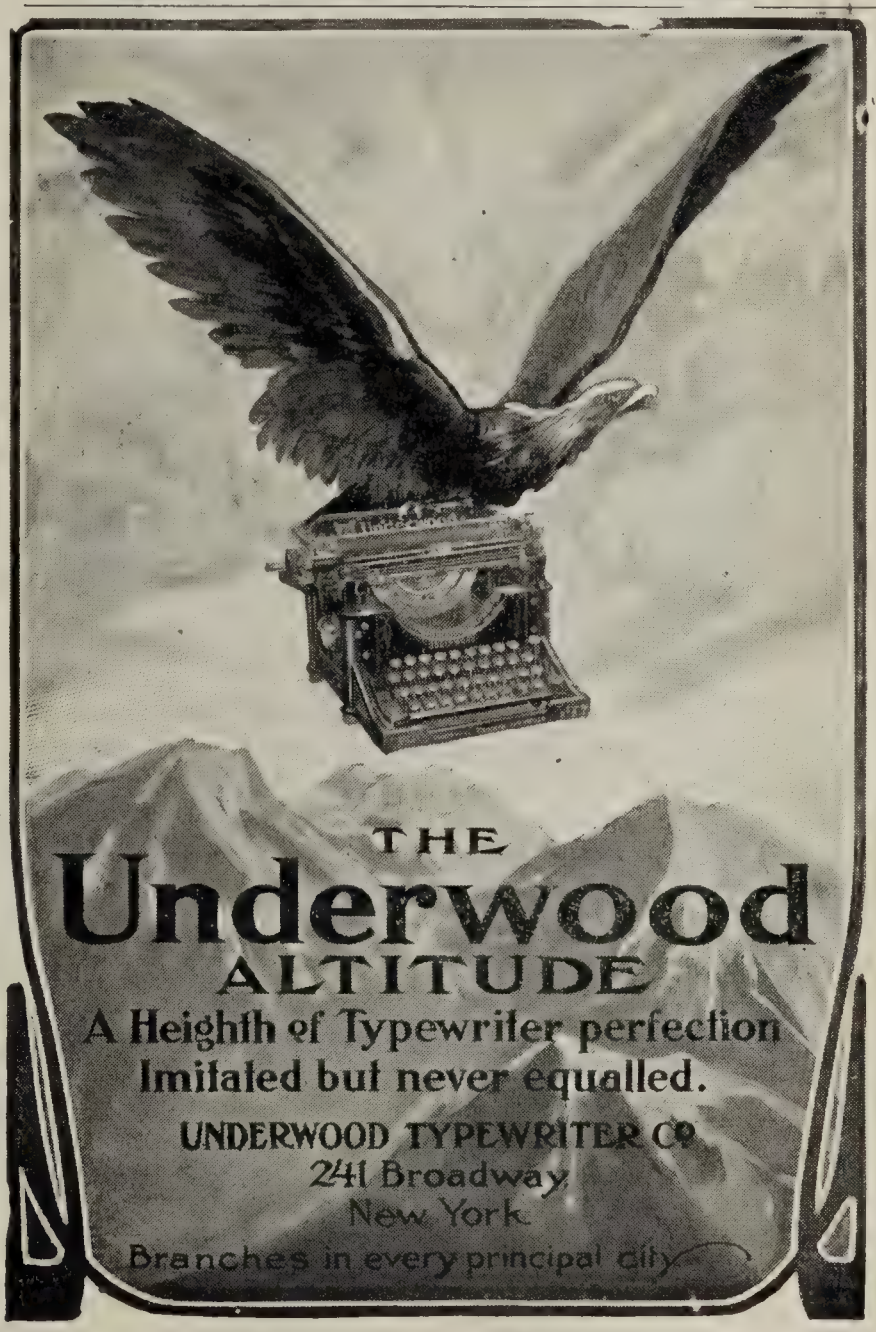
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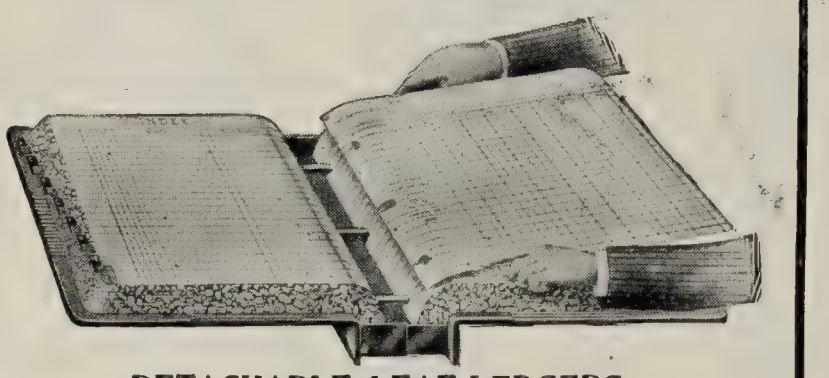
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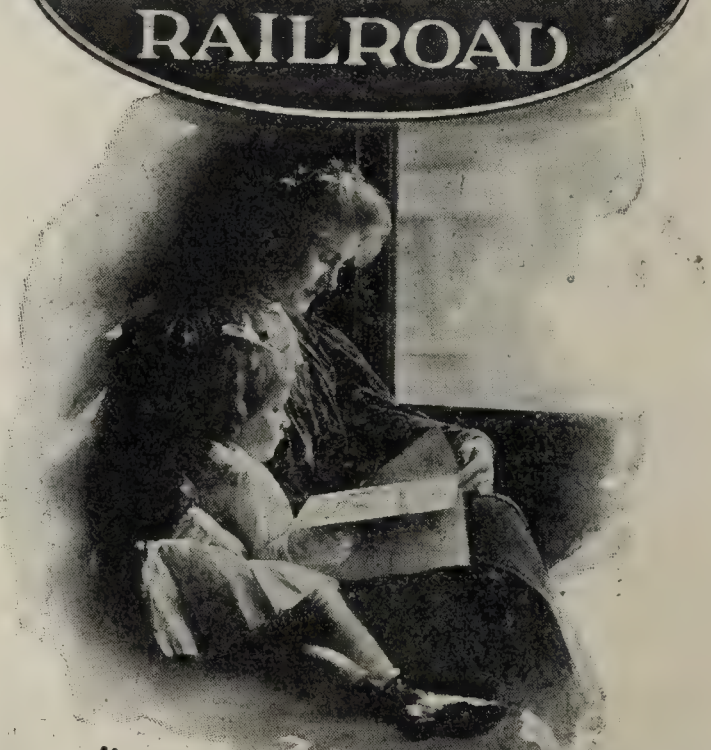
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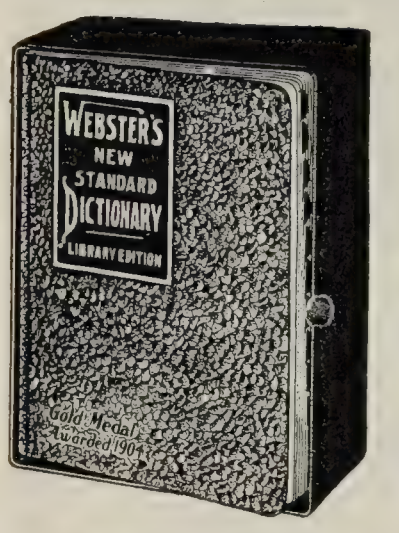
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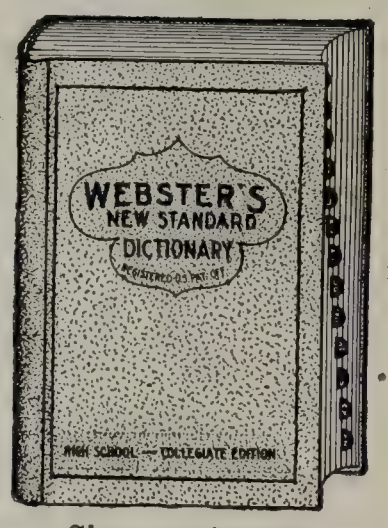


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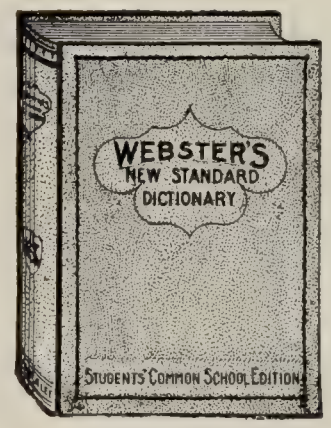
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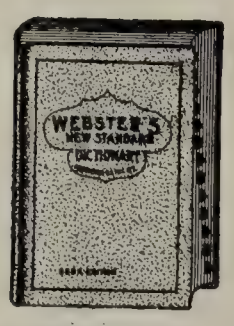
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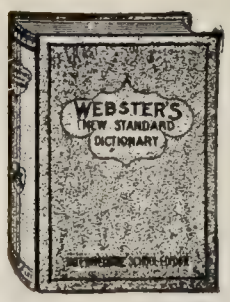
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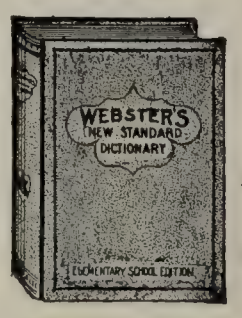
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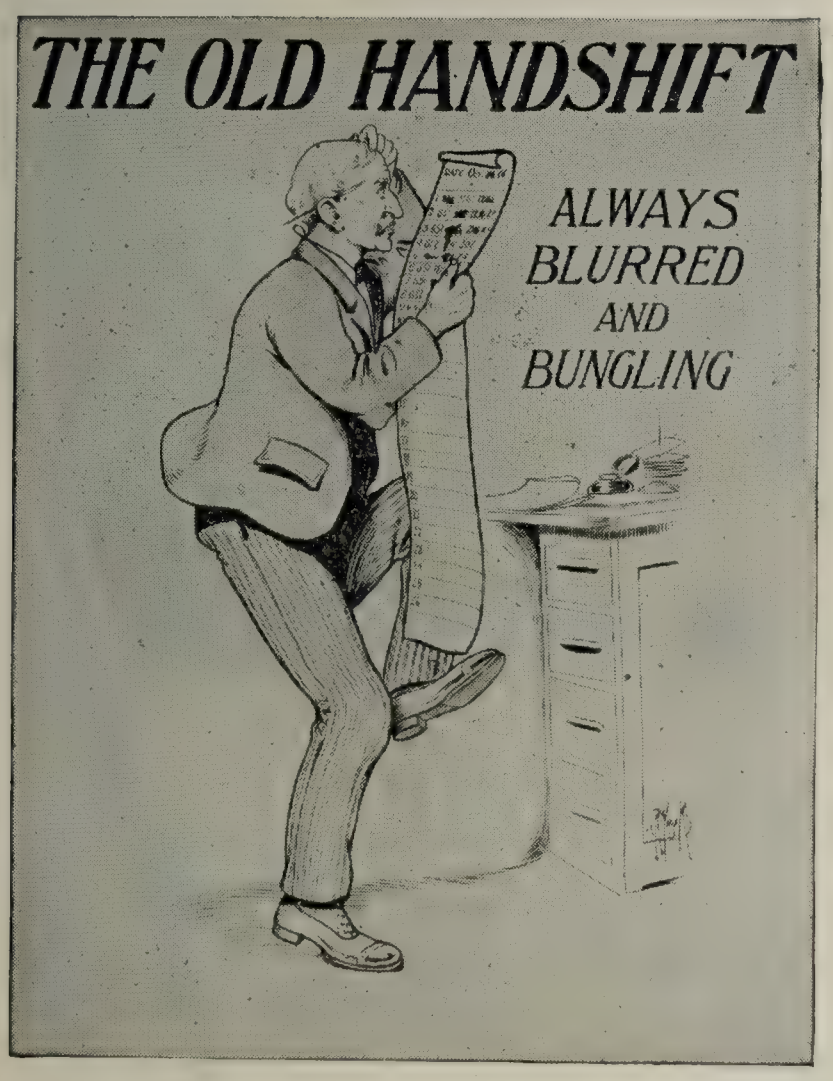


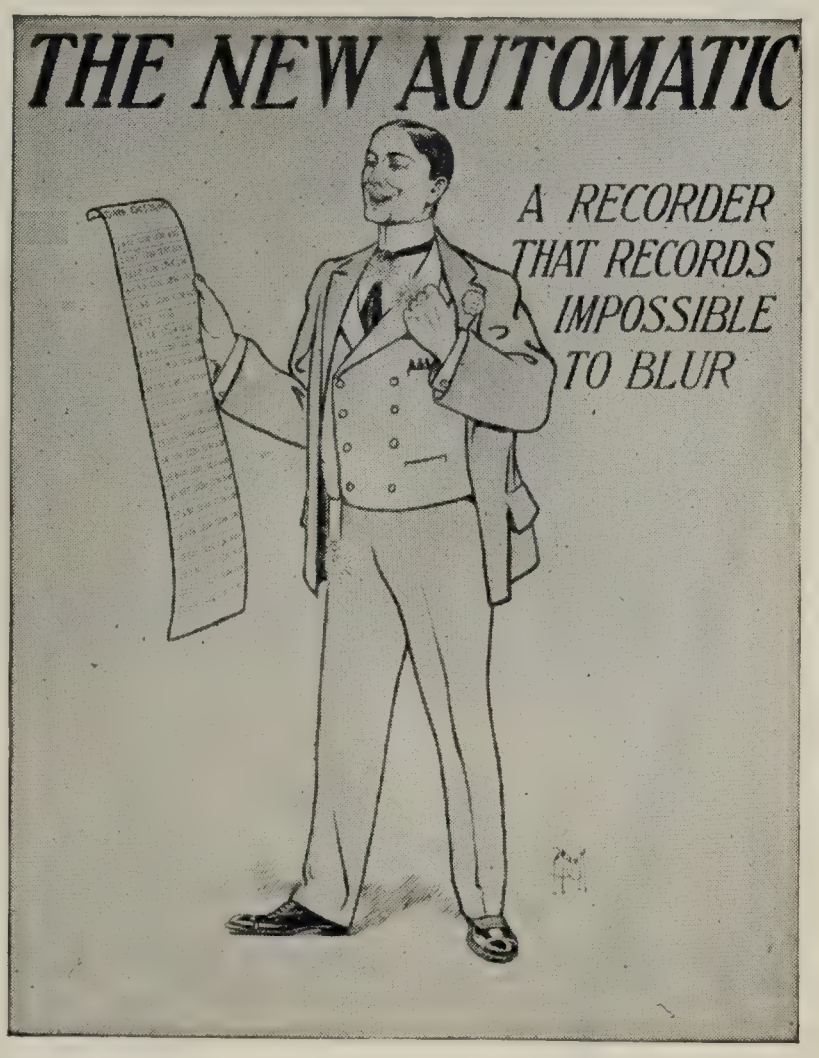
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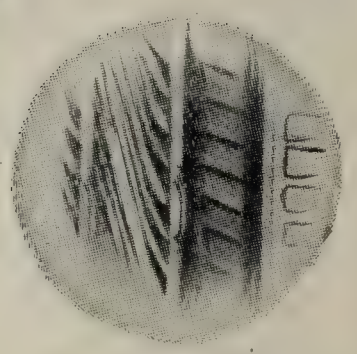


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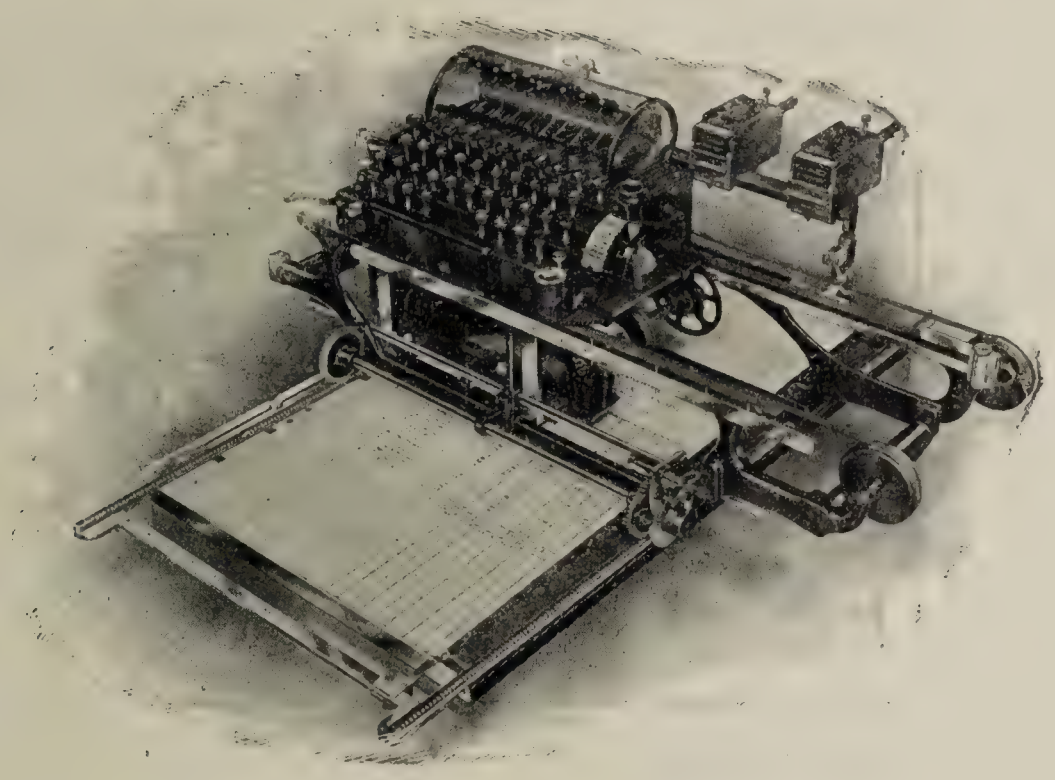


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Ledger balanced automatically
Statements out promptly

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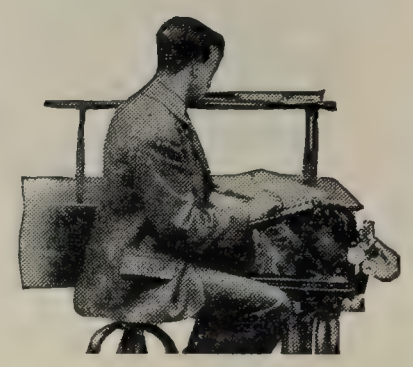
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Grand Rapids, Michigan,

Your Adding Machine



Operated sitting or standing, or at a bookkeeper's high desk, or counter, or placed at end (right) and lowered to the level of a table—gives an entire table at left of Adding Machine, instead of a little eight by ten shelf—**makes your Machine easily portable between departments** because it is mounted on solid rubber top bearing casters; a little foot lever locks the stand and makes it perfectly rigid, when Machine is operated.

Write for Booklet

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You Can Get the Stand from the Adding Machine Agents and Salesmen

We make Stands for Typewriters, B.-L. Machines, Card Cabinets, Telephones Autographic Registers, Dun or Bradstreet Books, etc., also Hendricks' "Imperial" Cabinet for Adding Machines.

FIRST NATIONAL BANK, Hanover, Pa.
Enclosed find draft on the National Bank of Commerce New York, for ($15.00) amount of bill for adding machine stand, and would say in remitting that when your representative was here we had not the inclination to even have the stand put on trial, as we had a stand that we thought answered the purpose fully, but after trying yours we were not long in deciding to keep it, as it is so easily moved around from one desk to the other, while before it was our custom to move the books to the adding machine.
(Signed) H. E. Hoke, Cashier

THE BUCKEYE STATE BUILDING & LOAN CO
Columbus, O
We are pleased with your No. 3-B-C Adding Machine Stand, shipped us on approval by your company, and after using it for a few days find it so superior in every way to the one we formerly used that we have decided to buy it. We hand you our check No. 16925 for $15.41 in payment of same. Please acknowledge receipt.
The Buckeye State Building & Loan Co
(Signed) B. C. Blachley, Secy

THE CENTRAL SAVINGS AND TRUST CO.
Arkon, Ohio.
We find it very convenient and a big improvement over any other stand.
Jos. S Renner Secretary.

COUNTY TREASURER
Bellefontaine, Ohio.
The stand came Friday the 23rd. Find it a great improvement over the old one. Issac C. Miller, Treas. Logan Co.

THE NATIONAL BANK OF WESTFIELD, Westfield, New York.
We are very much pleased with the Stand and believe we will be able to make our adding machine more useful on account of having it.
Yours very truly, (Signed) G. S. Flagler, Cashier.

THE TOLEDO GRAIN AND MILLING CO. Toledo, Ohio.
The Stand for the Adding Machine has been received and we think it is a great improvement over the Stand we had, and enclose you our check for $15.00 in payment of same, all of which we hope will be satisfactory.
The Toledo Grain and Milling Co.

ALLEGHANY NATIONAL BANK, Pittsburgh, Pa.
We are in receipt of your Adding Machine Stand which proves very satisfactory. Kindly send us one more of the same kind (1 No. -3-B-C) and send us bill for both.
W. Montgomery, Cashier.

FIRST NATIONAL BANK OF THE THOUSAND ISLANDS, Alexandria Bay, New York.
Enclosed find our draft on New York for one Adding Machine Stand. We hardly think thirty days trial necessary to prove it all you recommended. Please receipt enclosed bill and return.
F. F. Cornwall, Asst. Cashier

THE EQUITABLE BUILDING CO., Zanesville, Ohio
We are well pleased with the Stand. We enclose our check for $15.00 in payment for the same.
The Equitable Building Co., Zanesville, O. (Signed) H. E. Buker, Secy.

AUDITOR AUGLAIZE COUNTY Wapakoneta, O.
Received your Stand all O. K and is very satisfactory. Enclosed find draft for $15.40 in payment of same.
W. H. Meyer, County Auditor.

THE GEO. RENNER BREWING CO., Arkon, Ohio.
We are very much pleased with the Adding Machine Stand. You can draw on us for the amount when due.
The Geo. Renner Brewing Co.

COUNTY AUDITOR, Yankton, S. D.
I enclose you draft for $15.00 in full settlement of your claim against Yankton County for one adding machine stand. The stand meets with our hearty approval.
(Signed) Ralph Case, County Auditor.

COUNTY AUDITOR'S OFFICE, Washington, C. H. Ohio.
Adding Machine Stand came all O. K. "Its the best out." Enclosed warrant for same
(Signed) A. D. Chaffin, Co. Aud.

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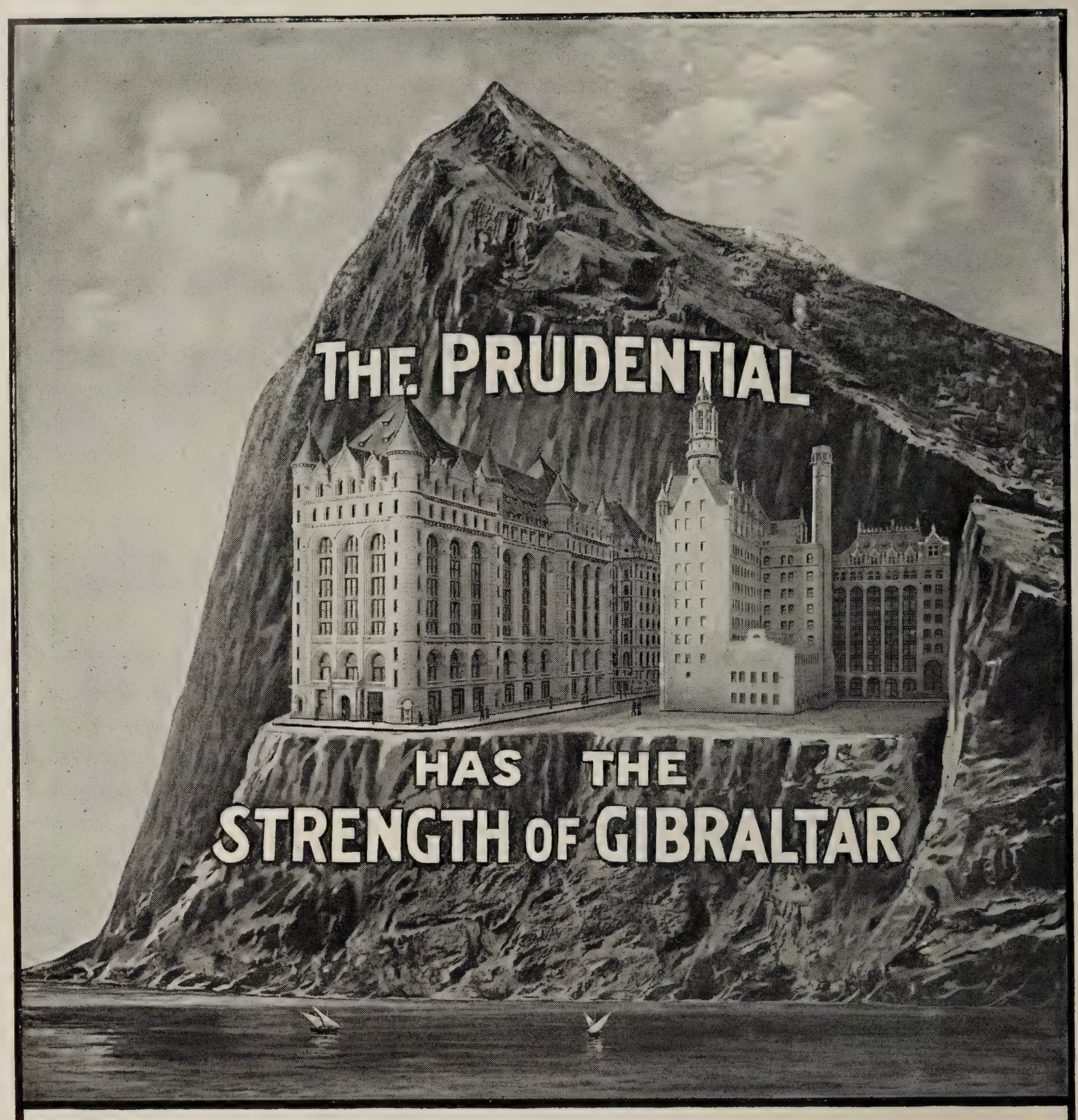
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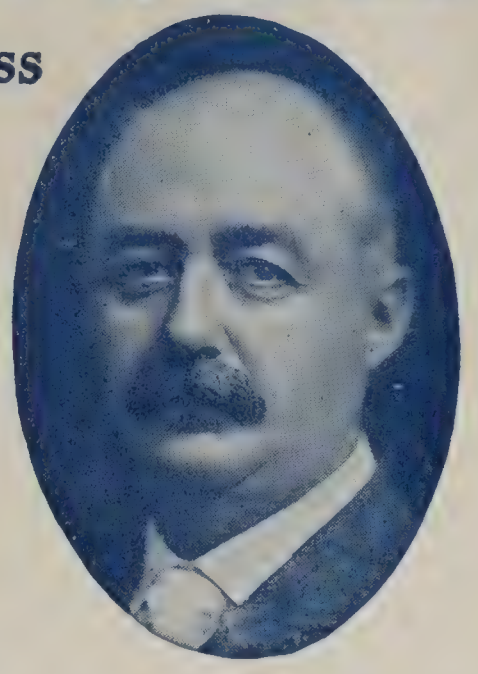
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E. W. SHUTT,
President Rio Grande Land, Water and Power Co.

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And it has always involved giving up business and developing the property on the ground.

I have a different proposition for the business man.

If you want a farm that I must prove will net you at least $3,000.00 a year before you invest a penny, here's what I'll do.

I will contract to deliver you such a farm, conveniently located, completely irrigated and all under cultivation — earning at least $3,000.00 a year—if you can pay for it in instalments of not less $2.50 a week.

Of course I cannot give you a deed for it with your receipt for the first $2.50 payment, but here's what I have done to secure you in your investment.

As President of the Rio Grande Land, Water and Power Co., I have deeded to the Montezuma Trust Co., as trustee, all the lands, water-rights and irrigation systems owned by my company.

This property worth well over a million dollars in all pledged to the fulfilment of these Secured Land Contracts.

And so you wont miss the interest from your savings, I bind my company in these contracts to **pay you** 5% interest in cash.

The usual thing would be to **charge** you interest on what you might still owe for the land on stated interest days, but I don't ask a cent of interest.

You just pay me $2.50 a week or as much more as you like.

The contract plainly states that 520 such payments (less $263.25 interest) or a like amount paid in larger payments completes or matures your contract.

The contract has loan values that increase every year.

For instance it binds my company to lend you, after you have made 156 payments (or the same total in larger payments), enough money to make all further payments and mature your contract.

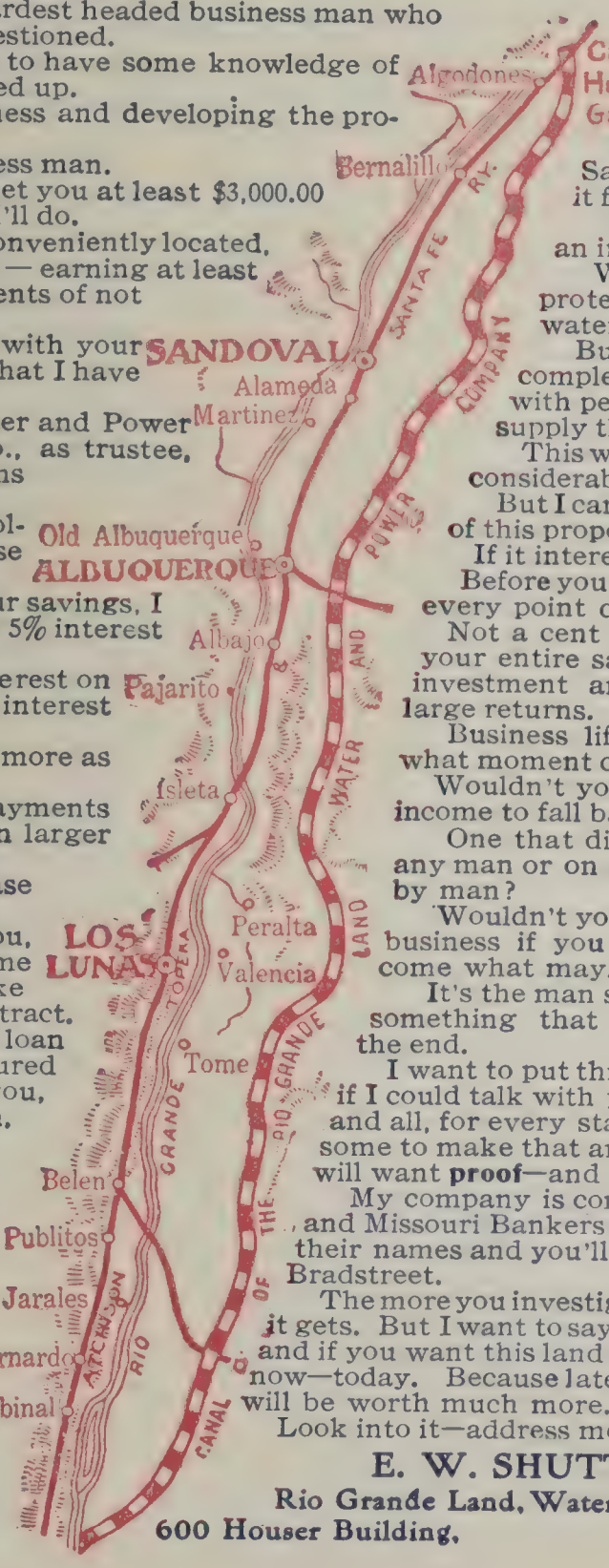
And at any time you chose to pay it up, by loan or otherwise, I have agreed — in a Land Secured Contract, remember — to deed the property to you, fully irrigated and completely under cultivation, whether it be in two years or ten.

That means you would step right into an income of at least $3,000.00 a year — enough to pay off any loan the first year and leave you a profit besides.

You can go and live on your property, secure in an independent, steady, same-every-year income or my company will cultivate your land for a small share of the crops.

No droughts, remember, can ever endanger your crops and in this country there are no crop-destroying insects — no chance known to man for a single crop failure, ever.

Why then should I make so liberal a proposition? Is the land in a wilderness that none would live in?



Not at all.

The land is all within easy access of Albuquerque, the largest city in New Mexico. The main line of Santa Fe Railroad runs through it from end to end.

My company is primarily an an irrigative company.

We had to control the land to protect our immensely valuable water-rights.

But now, with our irrigation plans completed, we want to sell our land with perpetual water-rights, and then supply the water for its irrigation.

This we will do for $6.00 an acre a price considerably lower than the average.

But I cannot explain all the advantages of this proposition in this advertisement.

If it interests you, write me.

Before you invest a penny, I want to make every point clear.

Not a cent do I want till I have proved to your entire satisfaction the security of this investment and the absolute certainty of large returns.

Business life is uncertain, you can't tell what moment conditions may change.

Wouldn't you like to have an independent income to fall back on.

One that did not depend on the whim of any man or on any other condition controled by man?

Wouldn't you make better progress in your business if you were sure of a good living, come what may.

It's the man so fortified that he can venture something that **has** something **handsome** in the end.

I want to put this matter to you just as I would if I could talk with you here in my office — proof and all, for every statement I have made and I've some to make that are so favorable to you that you will want **proof**—and I have it for you.

My company is composed of reputable St. Louis and Missouri Bankers and Business Men—I'll tell you their names and you'll find them rated by Dun and Bradstreet.

The more you investigate this proposition the better it gets. But I want to say right now that the price is low and if you want this land at this price write me about it now—today. Because later we will ask more because it will be worth much more.

Look into it—address me personally.

E. W. SHUTT, President
Rio Grande Land, Water & Power Company
600 Houser Building, ST. LOUIS, U.S.A.

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